PUBLIC NOTICE & AGENDA

University Council Steering Committee
Wednesday, April 15, 2020, 3 p.m.
Microsoft Teams Meeting

All University Council Steering Committee members will receive an Outlook invitation to this Teams meeting. Others wishing to join the meeting, please contact Pat Erickson at pje@niu.edu no later than 12 noon, April 15.

I. CALL TO ORDER

II. VERIFICATION OF QUORUM

III. ADOPTION OF THE AGENDA

IV. APPROVAL OF THE FEBRUARY 12, 2020 MINUTES – Pages 2-3

V. PUBLIC COMMENT

VI. ITEMS FOR UC STEERING COMMITTEE CONSIDERATION

VII. DISCUSSION AND APPROVAL OF UNIVERSITY COUNCIL DRAFT AGENDA – separate packet

VIII. ADJOURNMENT

MINUTES

University Council Steering Committee
Wednesday, February 12, 2020, 3 p.m.
Altgeld Hall 225
DeKalb, Illinois

VOTING MEMBERS PRESENT: Arado, Barnhart, Bateni, Bolden, Burton, Collins, Doederlein, Elish-Piper, Pearson, Royce, Siegesmund, Thu

VOTING MEMBERS ABSENT: Chen, Millhorn

I. CALL TO ORDER

University Council (UC) Steering Committee chair **K. Thu** called the meeting to order at 3:01 p.m.

II. VERIFICATION OF QUORUM

Quorum was established.

III. ADOPTION OF THE AGENDA

I. Pearson moved to adopt the agenda, seconded by **N. Bolden**. Motion passed.

IV. APPROVAL OF THE JANUARY 15, 2020 MINUTES – Pages 2-4

J. Burton moved to approve the minutes, seconded by **T. Arado**. Motion passed.

V. PUBLIC COMMENT

VI. ITEMS FOR UC STEERING COMMITTEE CONSIDERATION

VII. DISCUSSION AND APPROVAL OF UNIVERSITY COUNCIL DRAFT AGENDA – separate packet

Campus Safety – Chief Thomas Phillips will attend the Feb. 26 UC meeting.

Ombudsperson's oral report will be removed from the draft Feb. 26 UC meeting agenda. The written report will be included under Informational Items.

FAC-IBHE – **L. Saborío** will bring a report to the Feb. 26 UC meeting.

FAC-BOT – **K. Thu** will bring a report to the Feb. 26 UC meeting.

Resources, Space and Budget Committee – **T. Arado** will bring a report to the Feb. 26 UC meeting.

Student Government Association – **N. Bolden** and **I. Pearson** will bring reports to the Feb. 26 UC meeting.

Operating Staff Council – **J. Royce** is anticipated to bring a report to the Feb. 26 UC meeting.

Supportive Professional Staff Council – **C. Doederlein** will bring a report to the Feb. 26 UC meeting.

Reimagining Shared Governance – **K. Thu** presented updates to the proposal, highlighting three goals:

- Bring academic authority to FS.
- Downsize and streamline current shared governance structure.
- Reimagine what UC might look like and respond to concerns for greater equity in shared governance representation.

UC Steering Committee members discussed the proposal updates and provided feedback.

H. Bateni moved to approve the draft UC agenda per committee discussion, seconded by **J. Burton**. Motion passed.

VIII. ADJOURNMENT

H. Bateni moved to adjourn, seconded by **N. Bolden**. Motion passed.

Meeting adjourned at 4:13 p.m.

DRAFT

Below is a draft of the upcoming University Council agenda, which we will use to shape discussion at the UC-Steering Committee meeting.

PUBLIC NOTICE AND AGENDA

University Council
Wednesday, April 29, 2020, 3 p.m.
Microsoft Teams Meeting
Northern Illinois University
DeKalb, Illinois

All University Council members will receive an Outlook invitation to this Teams meeting. Others wishing to join the meeting, please send your request to Pat Erickson at pje@niu.edu, no later than 12 noon, April 29.

I. CALL TO ORDER

II. VERIFICATION OF QUORUM

III. ADOPTION OF THE AGENDA

IV. APPROVAL OF THE FEBRUARY 26, 2020 MINUTES – Pages 4-6

V. PUBLIC COMMENT

VI. PRESIDENT'S ANNOUNCEMENTS

A. Recognition of University Council members whose terms are completed – Page 7

VII. UNFINISHED BUSINESS

A. Reimagining Shared Governance – Pages 8-237
SECOND READING/ACTION ITEM

VIII. NEW BUSINESS

A. Temporary appointment timeline waiver request per NIU Bylaws, Article 19.5.2.2
Judy Ledgerwood, Acting Dean, College of Liberal Arts and Sciences – walk-in

B. Proposed amendment to NIU Bylaws, Article 15.3 Academic Planning Council – Pages 238-240
Beth Ingram, Executive Vice President and Provost
FIRST READING
Proposal to waive waiting period

C. Proposed amendment to NIU Bylaws, Article 11 Grievance Procedures for Faculty and Staff – Pages 241-271
Therese Arado
FIRST READING
Proposal to waive waiting period

D. Student Grievance Annual Report per NIU Bylaws, Article 12.6 – Kendall Thu

IX. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

A. Faculty Advisory Council to the IBHE – Linda Saborío

B. University Advisory Committee to the Board of Trustees
Jeffry Royce, Catherine Doederlein, Kendall Thu
Alex Gelman, Sarah Marsh, Jason Hanna

C. Academic Policy Committee – Vicki Collins, Chair

D. Resources, Space and Budget Committee – Therese Arado, Chair

E. Rules, Governance and Elections Committee – Richard Siegesmund, Chair

1. Election of 2020-21 executive secretary of University Council per NIU Bylaws, Article 14.5 – Page 272

   Kendall Thu – Page 273

F. University Affairs Committee – Hamid Bateni, Chair

G. Student Government Association
Naomi Bolden, President
Ian Pearson, Speaker of the Senate

H. Operating Staff Council – Jeffry Royce, President

I. Supportive Professional Staff Council – Catherine Doederlein, President

X. INFORMATION ITEMS

A. Policy Library – Comment on Proposed Policies (right-hand column on web page)
B. Minutes, Academic Planning Council
C. Minutes, Athletic Board
D. Minutes, Baccalaureate Council
E. Minutes, Board of Trustees
F. Minutes, Campus Security and Environmental Quality Committee
G. Minutes, Comm. on the Improvement of the Undergraduate Academic Experience
H. Minutes, General Education Committee
I. Minutes, Graduate Council
J. Minutes, Graduate Council Curriculum Committee
K. Minutes, Honors Committee
L. Minutes, Operating Staff Council
M. Minutes, Student Senate
N. Minutes, Supportive Professional Staff Council
O. Minutes, University Assessment Panel
P. Minutes, University Benefits Committee
Q. Minutes, Univ. Comm. on Advanced and Nonteaching Educator License Programs
R. Minutes, University Committee on Initial Educator Licensure
S. FS 2020-21 dates: Sep 2, Sep 30, Oct 28, Nov 18, Jan 20, Feb 17, Mar 24, Apr 21
T. UC 2020-21 dates: Sep 9, Oct 7, Nov 4, Dec 2, Jan 27, Feb 24, Mar 31, Apr 28

XI. ADJOURNMENT

MINUTES

University Council
Wednesday, February 26, 2020, 3 p.m.
Altgeld Hall 315
Northern Illinois University
DeKalb, Illinois

Full transcript

VOTING MEMBERS PRESENT: Arado, Ballantine (for Ledgerwood), Barnhart, Bateni, Binderup, Block, Burton, G. Chen, J. Chen, Chinniah (for Freeman), Collins, Doederlein, Farrell, Feniza, Hines, Ingram, A. Johnson (for Bolden), L. Johnson, N. Johnson, Kassel, Lamarre (for Lang), Littauer, Martin, McGowan (for Millhorn), Nelson, Newman, Owoeye, Pearson, Penrod, Peterson, Polansky, Rajagopalan, Rau, Rigertas, Royce, Scherer, Schraufnagel, Shi, Siegesmund, Thu, Walker (for Elish-Piper), Weffer, White, Wilson, Woodruff

VOTING MEMBERS ABSENT: Beyer, Bolden, Bond, Branch, Chmaissem, David, Demeros, Elish-Piper, Freeman, Gau, Hanley, Koss, Lang, Ledgerwood, Millhorn, Mooney, Schatteman, Skarbinski, Staikidis

OTHERS PRESENT: Bryan, Chinniah, Falkoff, Jensen, Klaper, Phillips, Wesener Michael

OTHERS ABSENT: Blazey, Ferguson, Gelman, Groza, Kortegast, Marsh

I. CALL TO ORDER

Executive Vice President and Provost B. Ingram called to order at 3 p.m.

II. VERIFICATION OF QUORUM

Quorum was verified.

III. ADOPTION OF THE AGENDA

R. Scherer moved to adopt the agenda, seconded by **J. Wilson**. Motion passed.

IV. APPROVAL OF THE JANUARY 29, 2020 MINUTES

C. Doederlein moved to approve the minutes, seconded by **T. Arado**. Motion passed.

V. PUBLIC COMMENT

VI. PRESIDENT'S ANNOUNCEMENTS

A. Campus Safety
Thomas Phillips, Chief of Police

VII. CONSENT AGENDA

VIII. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

A. Faculty Advisory Council to the IBHE – Linda Saborío – report

B. University Advisory Committee to the Board of Trustees – report
Jeffry Royce, Catherine Doederlein, Kendall Thu
Alex Gelman, Sarah Marsh, Jason Hanna

C. Academic Policy Committee – Vicki Collins, Chair – no report

D. Resources, Space and Budget Committee – Therese Arado, Chair – report

E. Rules, Governance and Elections Committee – Richard Siegesmund, Chair – no report

F. University Affairs Committee – Hamid Bateni, Chair – no report

G. Student Government Association – report
Naomi Bolden, President
Ian Pearson, Speaker of the Senate

H. Operating Staff Council – Jeffry Royce, President – report

I. Supportive Professional Staff Council – Catherine Doederlein, President – report

IX. UNFINISHED BUSINESS

A. Reimagining Shared Governance

1. Academic Governance
ONGOING DISCUSSION

2. University Council Governance
FIRST READING

X. NEW BUSINESS

XI. INFORMATION ITEMS

A. Policy Library – Comment on Proposed Policies (right-hand column on web page)
B. Minutes, Academic Planning Council
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J. Minutes, Graduate Council Curriculum Committee
K. Minutes, Honors Committee
L. Minutes, Operating Staff Council
M. Minutes, Student Senate
N. Minutes, Supportive Professional Staff Council
O. Minutes, University Assessment Panel
P. Minutes, University Benefits Committee
Q. Minutes, Univ. Comm. on Advanced and Nonteaching Educator License Programs
R. Minutes, University Committee on Initial Educator Licensure
S. 2018-19 Annual Report – Office of the Ombudsperson

T. 2019-20 Faculty Senate meeting dates:
Sep 4, Oct 2, Oct 30, Nov 20, Jan 22, Feb 19, Mar 25, Apr 22

U. 2019-20 University Council meeting dates:
Sep 11, Oct 16, Nov 6, Dec 4, Jan 29, Feb 26, Apr 1, Apr 29

V. HSC Fire Alarm – Response from Chief Thomas Phillips

General fire safety evacuation information is available in the NIU Emergency Response Guide.
Access to the guide is also available via the new NIUSafe App at:
Subscribe to Safety Notifications - NIU - Emergency Information

A list of evacuation points for the campus is maintained by EH&S, which also publishes an Annual Fire Safety Report.

XII. ADJOURNMENT

R. Siegesmund moved to adjourn, seconded by **R. Scherer**. Motion passed.

Meeting adjourned at 4 p.m.

RECOGNITION OF UNIVERSITY COUNCIL VOTING MEMBERS – April 29, 2020

Faculty who have completed their service:
Christine Mooney, Business
William Penrod, Education
Melanie Koss, Education
Laura Johnson (for Kim), Education, Spring 2020
Gary Chen, Engineering and Engineering Technology
Reinaldo Moraga (for Gau), Engineering and Engineering Technology, Fall 2019
Lin Shi, Health and Human Sciences
Jie Chen, Health and Human Sciences
Omar Chmaissem, Liberal Arts and Sciences
Jim Millhorn, University Libraries
Kryssi Staikidis, Visual and Performing Arts

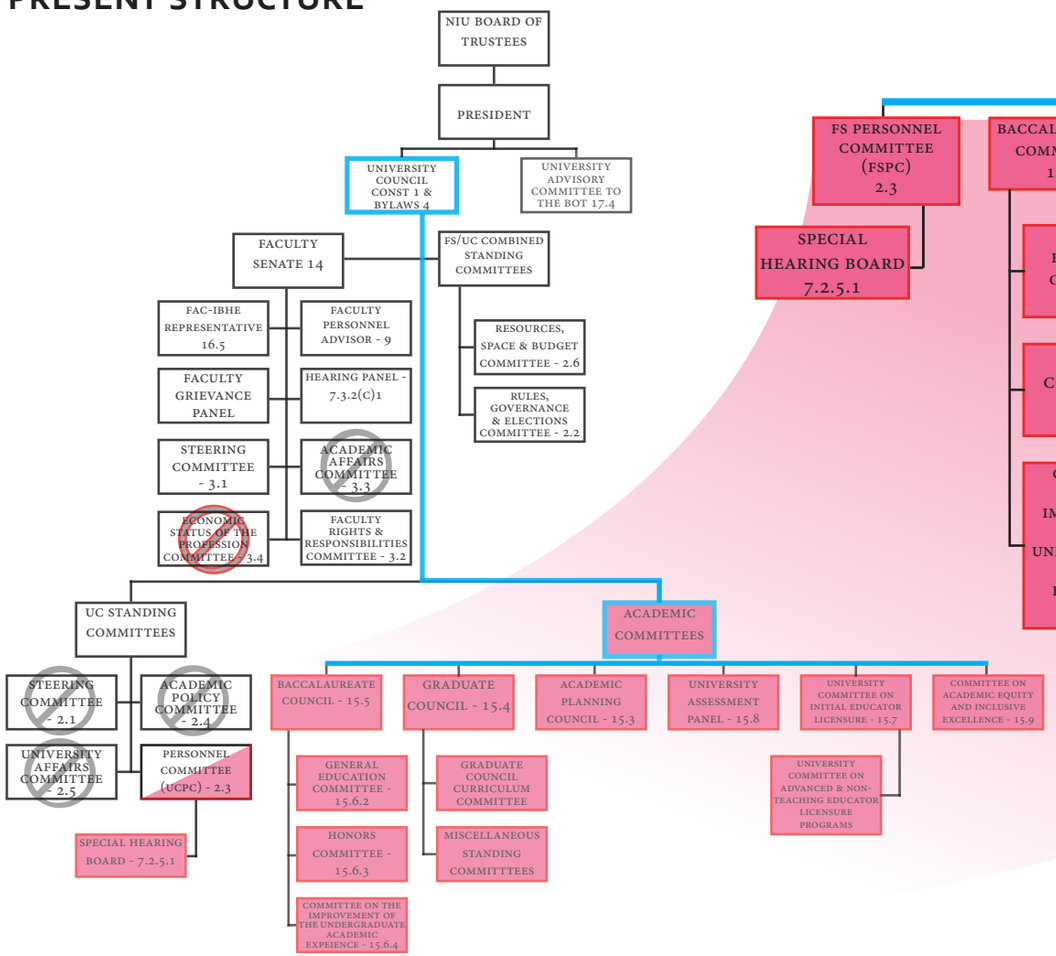
Students who have completed their service:
Naomi Bolden, Student Government Association
Ian Pearson, Student Government Association
Shantez Branch, Student Government Association
Ashley Hines, Student Government Association
Victor Owoeye, Student Government Association
Amari White, Student Government Association
Lindsey David, SAC, Business, Fall 2019
Emily Staples, SAC, Business, Spring 2020
Delaney Drew, SAC, Health and Human Sciences, Fall 1029
Gian Feniza, SAC, Health and Human Sciences, Spring 2020
Victoria Lang, SAC, Liberal Arts and Sciences
Megan Rooney, SAC, Law, Fall 2019
Athenamarie Demeros, SAC, LAW, Spring 2020
Stephen Binderup, Graduate Council

Staff who have completed their service:
Jeffry Royce, Operating Staff Council
Natasha Johnson, Operating Staff Council
Catherine Doederlein, Supportive Professional Staff Council
Megan Woodruff, Supportive Professional Staff Council
Judy Ledgerwood, Acting Dean, Liberal Arts and Sciences
Laurel Rigertas, Acting Dean, Law

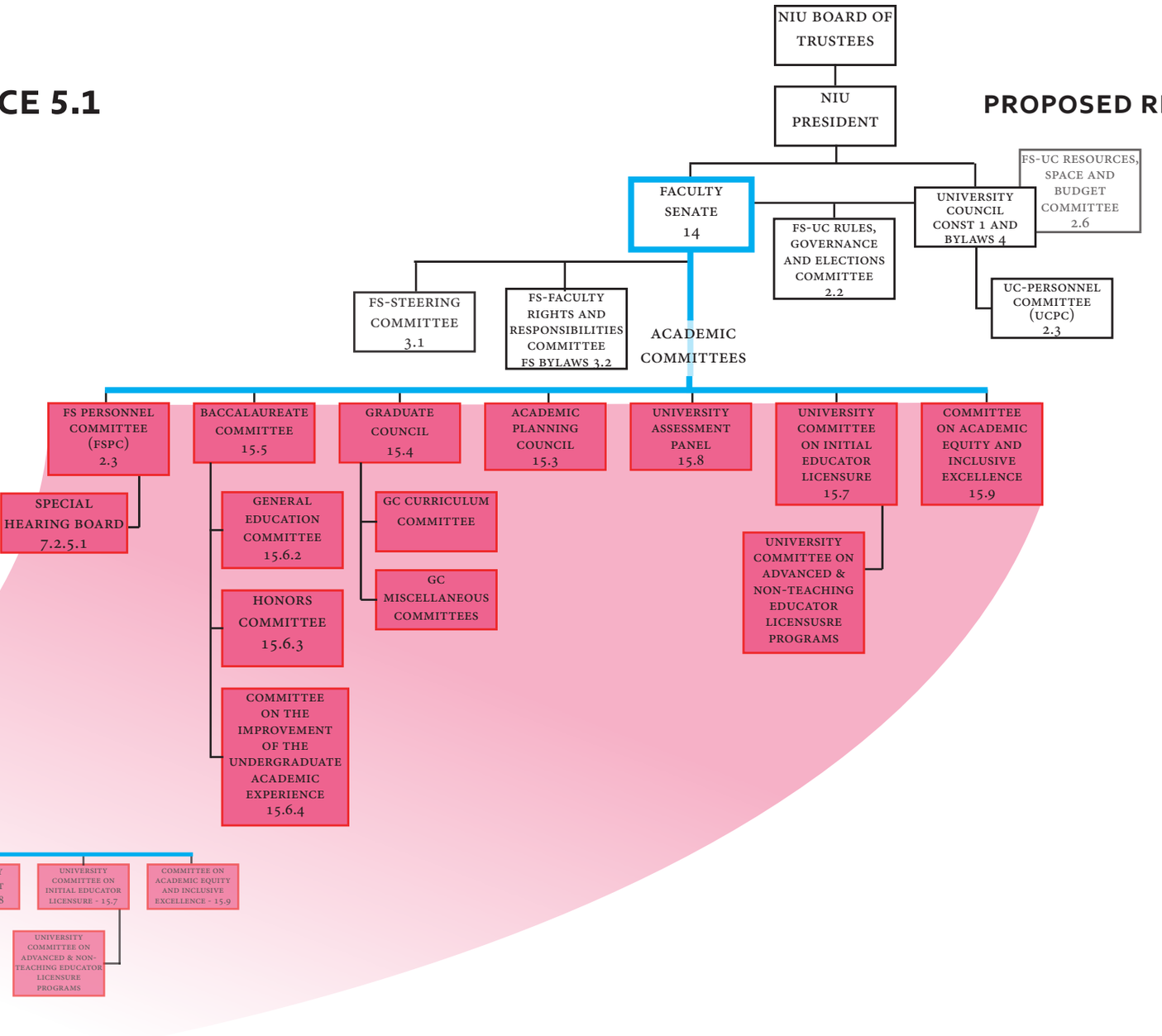
REIMAGINING SHARED GOVERNANCE 5.1

FEBRUARY 20, 2020

PRESENT STRUCTURE



PROPOSED REVISION



Items to Update in Next Iteration of Shared Governance Proposal

- Provide working definition of academic matters
    - Response: language change in FS Preamble
- Update Faculty Senate membership to include 44 tenure-track faculty; 11 students (6 undergraduate students, one from each undergraduate degree-granting college SAC, 2 undergraduate students selected by SGA, 2 graduate students selected by Grad Council, and 1 College of Law student selected by College of Law); 10 instructors, one from each degree-granting college and 3 identified by the instructors' union; 2 SPS selected by SPS Council; 2 OS selected by Operating Staff Council; 1 clinical faculty.
    - Response: FS 1.1.2 amended to accommodate.
    - Students: FS 1.1.2 D membership and do not vote on personnel matters.
- Redefine instructors per conversation with Instructors Union president.
    - Response: incorporated into the FS language 1.1.2.
- Add clinical faculty.
    - Accommodated in FS language 1.1.2.
- Update organizational charts with Richard's grad assistant.
    - Ongoing
- Personnel advisor? I suggest moving the non-faculty personnel advisors back to University Council.
    - Response: there is a process in place to review the personnel advisors and I think it prudent to wait until that plays out to make additional changes.

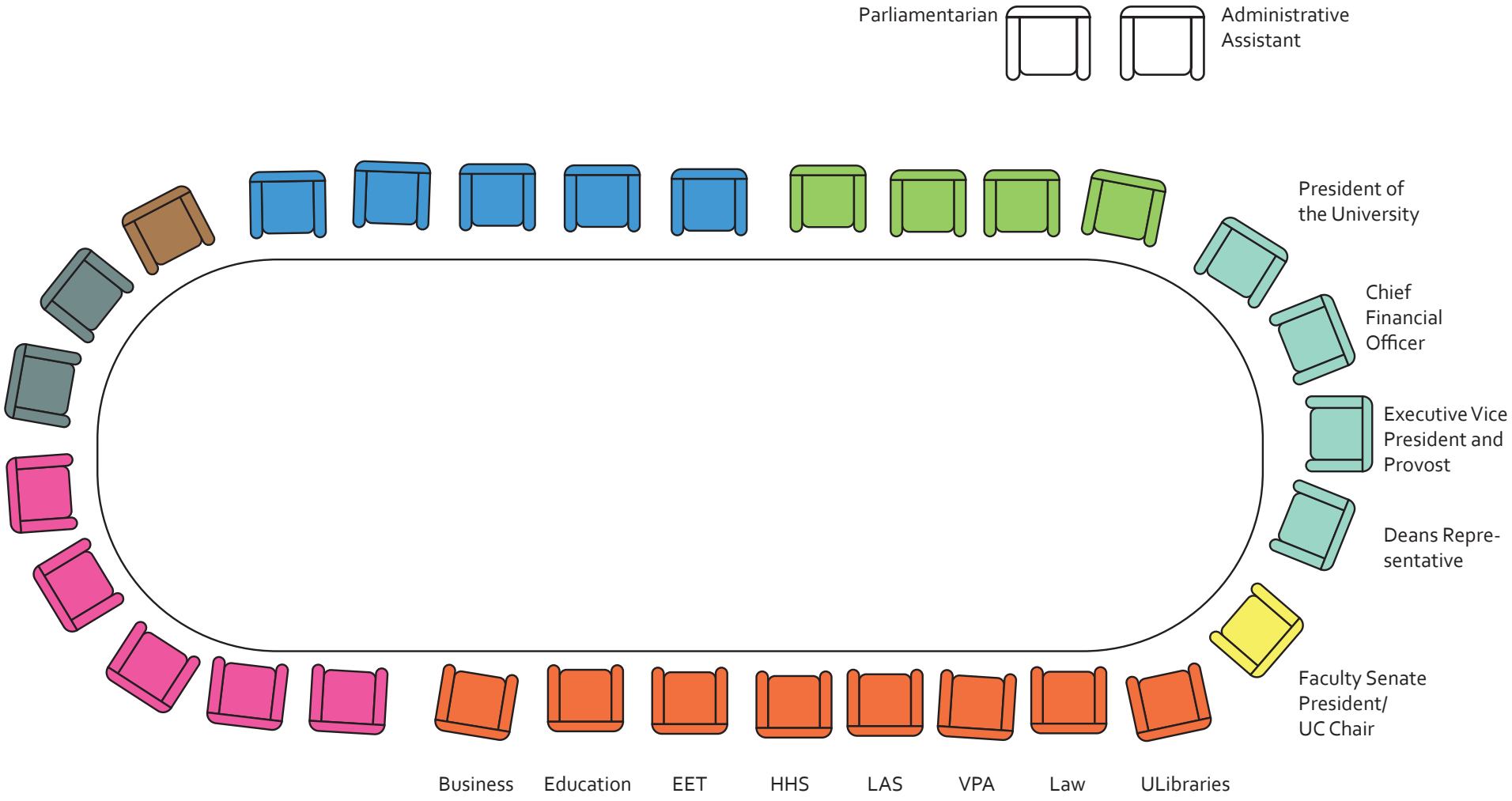
Parallel proposal for UC change: See proposed changes in UC pp. 1-36.

- Proposal for Reimagining University Council Structure: 25 voting members: 5 students; 8 tenure-track faculty, one from each college and University Libraries; 2 instructors; 1 clinical faculty; 5 operating staff; 4 supportive professional staff. Five nonvoting members: 4 senior administrators – president, provost, CFO, one dean selected by the Council of deans – and the Faculty Senate president who shall preside as chair.

Academic Affairs and Academic Planning Council

- *Academic Affairs Duties*
- Problems and issues with respect to the academic mission of the university;
- New and revised academic programs;
- Problems and concerns regarding the academic program review process;
- University academic priorities.

- *Academic Planning Council Duties*
- Prepare and periodically update the academic mission statement for Northern Illinois University.
- Develop and periodically bring up-to-date plans and strategies to fulfill the university's academic mission.
- Develop and implement procedures for the periodic review of academic programs in terms of their quality and their consistency with the institution's academic mission.
- Advise the executive vice president and provost on academic priorities and strategies for the achievement of those priorities, including the establishment of priorities in budgeting.
- Make recommendations to the curriculum committees of the respective colleges and to the Baccalaureate Council and the Graduate Council.



Proposed Revision of University Council 2.1

MARCH 1, 2020

- Tenure Track Faculty
- Students
- Instructors
- Clinical Faculty
- Operating Staff
- Supportive Proffesional Staff
- Administration
- non-voting members

University Council (UC) and Resource, Space, and Budget Committee (RSB)

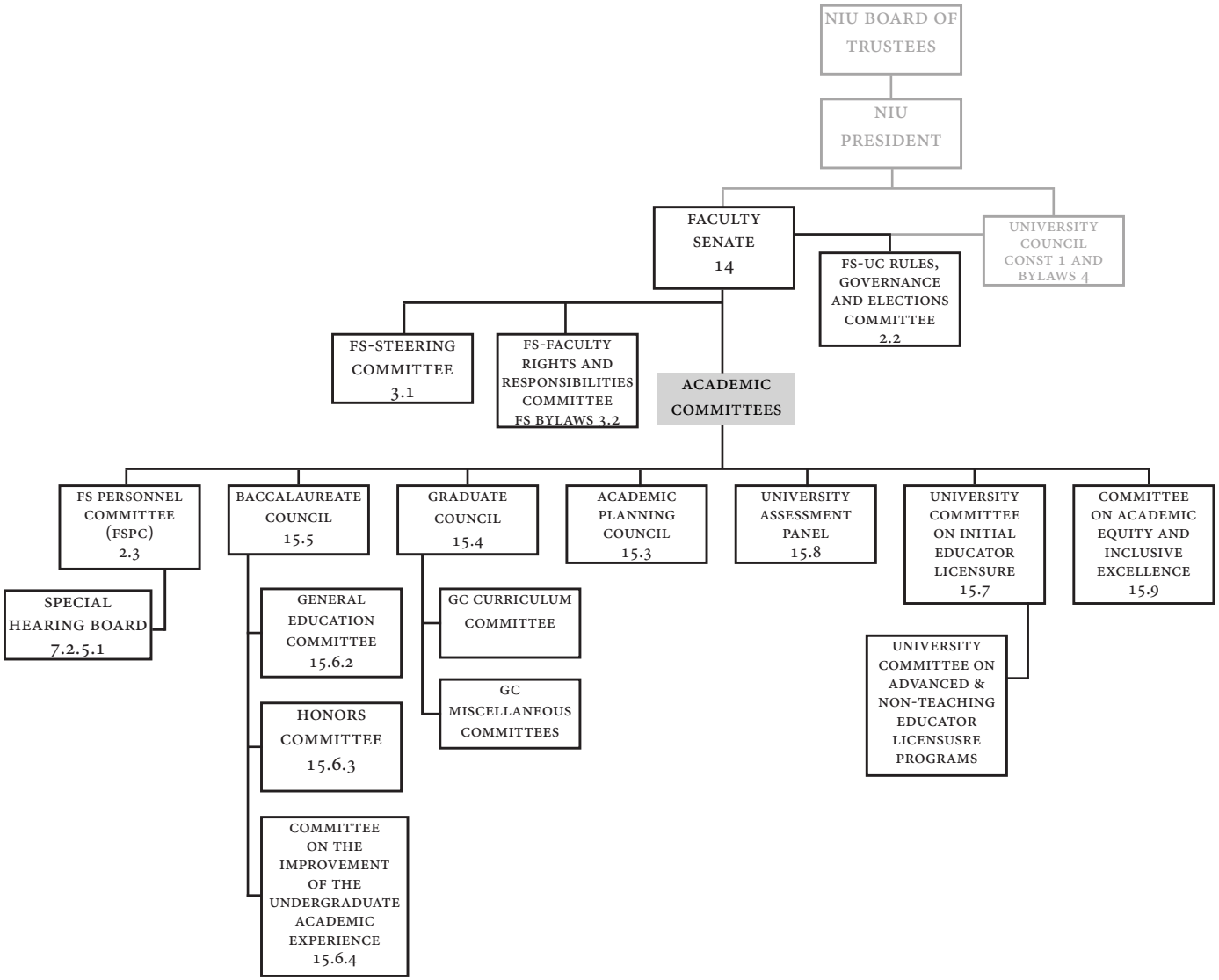
UC Duties Minus Academic Matters

- Participate in the selection of faculty committees.
- Advise the president on the appointment of administrative officers, including the selection of a president.
- Participate and advise the president and the vice presidents, through the appropriate committees, in preparing and administering the annual budget.
- Participate and advise the president, through the appropriate committees, in determining basic policies with respect to campus planning and building construction and utilization.
- Aid in developing basic policies for the university.
- To establish such standing and temporary committees as may be necessary for the discharge of its responsibilities; to define the membership, jurisdiction, and authority of such committees; to resolve disputes among committees thus established; and to act on the reports submitted by such committees.
- To advise the president, and the vice presidents, on policies affecting the quality of student life on campus.

- *RSB Duties*
- To participate with the president and the executive vice president and provost in the development of long-range planning regarding the allocation and reallocation of resources in both the operating and capital budgets and in the assignment and reassignment of space.
- To advise the president and the executive vice president and provost regarding goals and priorities for the utilization of resources, space, and budgets, and to provide periodic evaluations of progress in achieving the goals and priorities.
- To make other reports and recommendations to the Faculty Senate and the University Council regarding resource allocations and utilization as the committee feels appropriate or as may be requested by the faculty senate or University Council.
- In addition to holding regular meetings to seek input on resource needs and priorities, the committee shall meet with the president and the executive vice president and provost, together and/or separately, at least two times a semester, to offer advice on budget and space issues. The committee shall report its recommendations and evaluations to the Faculty Senate and the University Council.
- To advise the president and executive vice president and provost on critical, time sensitive budget issues affecting the university.
- To participate and advise the president and executive vice president and provost on resource allocation matters and revenue generation opportunities that arise.

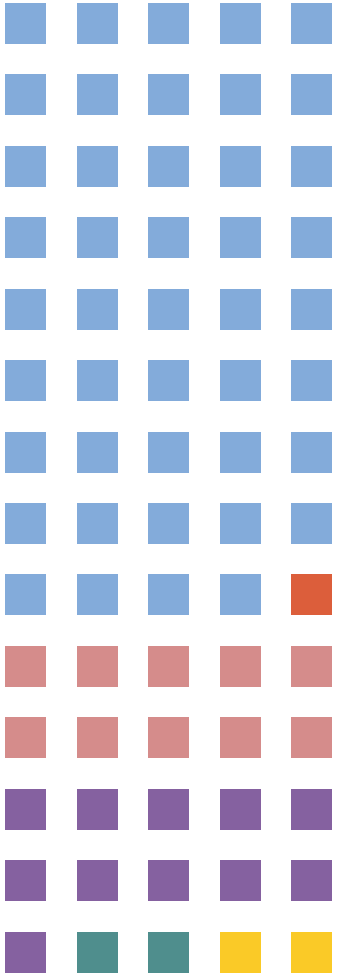
REVISED FACULTY SENATE 1.0

MARCH 2020



70 VOTING MEMBERS

- **44 TENURE-TRACK FACULTY**
- **1 CLINICAL FACULTY**
- **10 INSTRUCTORS**
- **11 STUDENTS**
- **2 SPS**
- **2 OS**



CONSTITUTION OF NORTHERN ILLINOIS UNIVERSITY

PREAMBLE

The basic purposes of Northern Illinois University are to preserve, augment, criticize, and transmit knowledge and to foster creative capacities. These purposes are achieved by a community of scholars free to exercise independent judgment in the planning and execution of their educational responsibilities in an environment designed to allow maximum effectiveness within a framework of university government. Such a governmental framework should be rooted in the following principles:

1. Respect for the intrinsic dignity of each member of the university community, both by the university itself and by each member of that community, is the basic cornerstone governing all community activities. Each member of the community must be recognized as a person of equal and limitless individual human value, possessing significant intellectual potential, and entitled to all the rights and privileges guaranteed to them under the laws of the United States and the State of Illinois.

2. University governance shall be a shared process involving the faculty, students, administrative officers, supportive professional staff, and operating staff, each performing a role appropriate to the affected governance activities.

3. Faculty shall predominate in all policy decisions relating to the faculty personnel system, to the university curriculum, and to policy decisions concerning admissions and academic standards.

4. Students shall predominate in all policy decisions for which the Student Association has initial jurisdiction.

5. Administrative officers shall facilitate, support, and provide leadership in the development and implementation of policy in the academic and non-academic areas.

6. Supportive professional staff shall participate in all policy decisions affecting the personnel system for supportive professional staff employees.

7. Operating staff shall participate in all university-level personnel policy decisions exclusively affecting operating staff employees.

8. A requirement of the governance of the university shall be the development of a mix of faculty, students, supportive professional staff, operating staff, and administrative officers which is appropriate to the nature of the decision being made.

9. A requirement of the governance of the university shall be the delegation of authority to the appropriate level. Matters of substance should be decided at the lowest level appropriate.

10. Final decisions on issues of governance should be made on a timely basis with consideration for necessary planning.

11. Department chairs shall act as advocates for faculty and students, and as representatives of the university administration.

12. Appropriate faculty and administrators should have a significant voice in the selection, review, and reappointment of university officers and academic administrators by having a clearly defined role in search and review processes.

13. Students, supportive professional staff, and operating staff should be assured a meaningful input into the selection, review, and reappointment of university-level administrators by having a clearly defined role in search and review processes.

14. Students have perspectives on university programs and activities which can be unique, informed, thoughtful, and significant. Student perspectives should be considered in university decision making at all levels.

15. Faculty constituent groups should select, directly by election or indirectly through nomination or selection by elected bodies of faculty members, their representatives on all governance, personnel, and curriculum bodies.

16. The purposes of university governance shall be to (1) promote the pursuit of knowledge and the appreciation of the intellectual value of the arts, the humanities, the sciences, and the professions; (2) to enhance the quality of campus life for all members of the university community; and, to these ends, to protect and promote the individual rights of all members of the university community. To achieve governance guided by ~~these principles~~ the first principle, the Northern Illinois ~~University Council~~ Faculty Senate is established, together with its related councils and committees, to participate in the establishment, direction, and control of educational policy. To achieve governance guided by the second principle, the Northern Illinois University Council is established, together with its related councils and committees.

In order to achieve these purposes, Northern Illinois University has adopted this constitution subject to the limitations imposed by the Board of Trustees Governance Documents.

ARTICLE 1:
THE UNIVERSITY COUNCIL

The University Council, in accordance with Board of Trustees Policies, has the power to:

~~**1.1** To establish the educational and academic policies of the university. In fulfillment of this charge, the University Council shall:~~

~~**1.1.1** Participate through its appropriate curriculum councils in the determination of the university curriculum.~~

1.1.~~2~~ Participate in the selection of faculty committees.

1.1.~~3~~2 Advise the president on the appointment of administrative officers, including the selection of a president.

1.1.~~4~~3 Participate and advise the president and the vice presidents, through the appropriate committees, in preparing and administering the annual budget~~.~~, setting goals and priorities for the utilization of resources, and providing periodic evaluation of progress in achieving goals and priorities.

1.1.~~5~~4 Participate and advise the president, through the appropriate committees, in determining basic policies with respect to campus planning and building construction and utilization.

1.1.~~6~~5 Aid in developing basic policies for the university.

~~**1.2** To be concerned with and to participate actively in decisions made on other matters that may directly affect educational policies for which the University Council is primarily responsible.~~

~~**1.3** To act upon reports from designated committees, boards, commissions, or councils whose actions affect the educational and academic policies of the university.~~

~~**1.4** To advise on policies regarding academic salaries, sabbatical leaves, leaves without pay, tenure, and promotion. The University Council shall establish a personnel committee which will review and approve, in accordance with the bylaws of the university, policy recommendations concerning salary and all recommendations pertaining to tenure, promotions in rank, and sabbatical leaves.~~

1.~~5~~6 ~~To e~~Establish such standing and temporary committees as may be necessary for the discharge of its responsibilities; to define the membership, jurisdiction, and authority of such committees; to resolve disputes among committees thus established; and to act on the reports submitted by such committees.

1.~~6~~7 ~~To a~~Advise the president, and the vice presidents, on policies affecting the quality of student life on campus.

ARTICLE 2:
MEMBERSHIP ON THE UNIVERSITY COUNCIL

~~2.1 Composition~~

~~2.1.1~~ The University Council shall consist of voting representatives of the university faculty, students, administration, ~~supportive professional staff,~~ and ~~operating~~ staff as defined in the NIU Bylaws.

> **~~2.1.2~~** ~~Representation on the University Council must be apportioned so that elected faculty voting representation shall at all times comprise 51 percent to 60 percent of the total number of University Council voting seats, and so that student representation shall at all times comprise 25 percent to 30 percent of the total number of University Council voting seats.~~
>
> **~~2.1.3~~** ~~Subject to the call of the University Council, other persons, serving as consultants, shall have the right to participate in the deliberations of the University Council, but shall not have the right to vote.~~
>
> **~~2.1.4~~** ~~Subject to the provisions contained in this constitution, the bylaws shall apportion the voting seats on the University Council among the several constituencies and specify the manner of selection of persons to fill those seats.~~

~~2.2 Apportionment of Faculty Representation~~

> **~~2.2.1~~** ~~For purposes of representation on the University Council, the faculty shall be defined as those regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, excluding the president, the president's staff, the executive vice president and provost, the executive vice president and provost's staff, the deans, and the deans' staffs. Regular faculty members are those whose contracts do not carry the designation "temporary" or "adjunct."~~
>
> **~~2.2.2~~** ~~Faculty eligible to serve on the University Council, or to serve as electors in University Council elections, shall hold the rank of professor, associate professor, assistant professor, or instructor, and shall meet the definition of faculty set forth in Section 2.2.1.~~
>
> **~~2.2.3~~** ~~One representative on the University Council shall be apportioned to the faculty of each degree-granting college and the university libraries. The distribution of the remaining faculty positions on the University Council shall be apportioned so as to reflect the ratio between the number of regular full-time faculty members in each degree-granting college to the total number of such faculty members in all colleges, these being the numbers reported by the Office of the Executive Vice President and Provost in September of each year.~~

2.2.4 The ratio of the regular, full-time faculty members in each degree-granting college to the total number of such faculty members in all colleges shall be reviewed by the University Council every third year prior to the election in those years which are multiples of three, and the apportionment of representation among the colleges adjusted if need be.

2.2.5 When the University Council does not contain an elected faculty representative who is a member of a minority racial group, the elected faculty representatives shall meet and elect such a representative. The person thus elected shall be chosen from among the faculty members of the university who are eligible for election as a faculty representative to the University Council. Prior to conducting such an election, the elected faculty representatives on the council shall seek nominations for this position from the college faculties, and shall elect one of the persons thus nominated. The faculty representative so elected shall serve a term of three years. The position thus filled shall be in addition to the number of seats otherwise apportioned to the elected faculty representatives of the university, or of any college therein, by this constitution and its bylaws.

2.3 Apportionment of Student Representation

2.3.1 Subject to the provisions set forth in this section, the University Council, through the bylaws, shall determine the eligibility of students to serve as members of the University Council and as electors of such members, and the apportionment of seats among constituencies within the student body.

2.3.2 The president of the NIU Student Government Association shall be a voting member of the University Council.

2.3.3 In the apportionment of student seats on the University Council, at least one seat shall be apportioned to the student advisory council of each degree-granting college and the Graduate School, to be chosen by the student members of each such council.

2.4 Representation of the University Administration

2.4.1 The university administration shall be represented on the University Council by the president of the university, by the executive vice president and provost, by the dean of each of the degree-granting colleges, of the Graduate School, and of the University Libraries, and by such other university officers as may be specified in the Bylaws. These members shall be entitled to participate in the deliberations of the University Council and to vote.

2.4.2 There shall be such additional representatives of the university administration who shall serve on the University Council with the right to participate in the deliberations of the University Council, but not to vote on matters coming before the University Council, as may be specified in the bylaws.

2.5 Representation of the Supportive Professional Staff

2.5.1 Those persons employed as full-time supportive professional staff of the university shall have one or more representatives on the University Council The number of such representatives and the manner of their selection shall be specified by the university bylaws.

2.5.2 Full-time supportive professional staff members are those whose appointments designate them as holding (a) no-rank faculty status, or (b) faculty rank with administrative assignments outside the academic division of the university.

2.6 Representation of the Operating Staff

2.6.1 Those persons employed as members of the operating staff of the university shall have one or more representatives on the University Council. The number of such representatives and the manner of their selection shall be specified in the university bylaws.

2.7 Alternates for Members of the University Council

2.7.1 Each voting and nonvoting member of the University Council is expected to attend University Council meetings regularly. In order to assure full representation at meetings, an alternate shall be designated to represent that member's constituency or office when the member is absent. The designated alternate shall have the same power and privileges as the member.

2.7.2 The bylaws shall specify the manner of selection for persons designated as alternate members.

2.7.3 No votes shall be cast at University Council meetings by proxy or absentee ballot.

2.8 Terms of Office

2.8.1 Persons elected to the position of University Council member shall serve terms of three years, except for persons elected as student representatives who shall serve terms of one year. Ex officio members of the University Council shall serve for the duration of their term of office.

2.8.2 Terms of office for all members shall begin on July 1. Persons elected or appointed to fill mid-term vacancies on the University Council shall be eligible to begin service on the University Council three days after the executive secretary of the University Council has been officially notified in writing of their election or appointment.

2.9 Removal from University Council Membership

~~**2.9.1** An elected member of the University Council shall be subject to removal by a two-thirds vote of the total University Council voting membership after three successive absences from regularly scheduled meetings of the University Council.~~

~~**2.9.2** Vacancies created by removal shall be filled for the balance of the term remaining by the procedures established in the bylaws for filling vacancies in that office.~~

Article 2.4 amendment approved by University Council 01/26/2000; approved by faculty referendum 04/2000; and approved by Board of Trustees 06/15/2000.

Article 2.2.3 amendment approved by University Council 12/02/2015; approved by faculty referendum 02/01/2016; and approved by Board of Trustees 06/16/2016.

ARTICLE 3:
OFFICERS OF THE UNIVERSITY COUNCIL

3.1 Presiding Officer of the University Council

The president of the Faculty Senate ~~university~~ shall ~~be the~~ serve as the chair and presiding officer of the University Council. In the absence of the ~~president~~ chair, the duties of the presiding officer shall be assigned to the president of the university or the executive vice president and provost. ~~In the absence of both the president and the executive vice president and provost, the duties of the presiding officer shall be exercised by the dean on the University Council who is senior in length of service in office. The presiding officer of the University Council shall be entitled to vote.~~

~~**3.2 Executive Secretary of the University Council**~~

> ~~**3.2.1** The executive secretary of the University Council shall be elected by the voting members of the University Council from the elected faculty members of the University Council as defined in Section 2.2.1 of the constitution.~~
>
> ~~**3.2.2** The executive secretary shall serve full-time in that position for a one-year term beginning July 1. The executive secretary shall develop an annual office budget to be submitted to a representative of the president's office during the normal university budget process. Part of the budget will include compensation for the department affected by the loss of the instructional services normally provided by the faculty member who will serve as executive secretary during the year for which the budget is being prepared.~~

ARTICLE 4:
STANDING COMMITTEES OF THE UNIVERSITY COUNCIL

The standing committees of the University Council shall be as defined in the NIU Bylaws.

Amendment approved by University Council on 04/29/2015; approved by faculty referendum on 05/15/2015; and approved by the Board of Trustees on 12/10/2015.

ARTICLE 5:
MEETINGS OF THE UNIVERSITY COUNCIL

5.1 Regular meetings of the University Council shall be held ~~once a~~ monthly during the fall and spring semesters.

~~**5.2** Special meetings of the University Council shall be held on call of the president, by the Steering Committee of the University Council, or in response to a written request to the executive secretary of the University Council by one-fourth of the members of the University Council at any time during the calendar year.~~

5.3**2** Written notice of the time and purpose of all meetings shall be given to members of the University Council by the chair ~~executive secretary~~ in advance of the meetings in accordance with the provisions for advance notice set forth in the university bylaws.

ARTICLE 6:
FACULTIES, STANDING COMMITTEES, COUNCILS AND BOARDS OF THE FACULTY AND ADMINISTRATION

6.1 The University

6.1.1 Definition of University Faculty
The university faculty shall consist of all full-time staff members holding the ranks of professor, associate professor, assistant professor, instructor, or clinical faculty.

6.1.2 Standing Committees of the University
There shall be standing committees of the University Council as designated in the bylaws.

6.1.2.1 These committees shall report all actions to the University Council, through the distribution of minutes to the University Council, through annual reports of their activities submitted to the University Council, and through the periodic presentation of action summaries.

6.1.2.2 Any actions which these committees recognize as involving a substantive change in non-academic policy should be submitted for University Council approval. If action is taken without University Council approval, which the University Council agrees (by majority vote) represents a substantive change in non-academic policy, the committee may be asked to submit the action to the University Council for review.

6.2 The Colleges

6.2.1 Definition of College Faculty
The college faculty shall consist of those members of the university faculty who hold their appointment within the college.

6.2.2 Standing Committees of a Degree-Granting College
Each college shall have such standing committees as may be designated in the bylaws to advise the dean on policy, personnel, curricular, budgetary, and other matters as deemed appropriate. These committees shall include a student advisory committee through which students pursuing academic degrees within the college may have input into the college policy-making process.

6.3 The University Libraries

6.3.1 Definition of Library Faculty
The library faculty shall consist of those members of the University Libraries who hold academic appointments within the University Libraries.

6.3.2 Standing Committees of the University Libraries

The libraries shall have such standing committees as may be designated in the Bylaws to advise the director on policy, budgetary, and other matters as deemed appropriate. Some of these committees shall include representation from a student advisory committee.

6.4 The Graduate School

6.4.1 Definition of Graduate Faculty

The graduate faculty shall consist of those who, on the recommendation of the academic departments and the dean of the appropriate college, have been approved by the Graduate Council and the dean of the Graduate School to be members of the graduate faculty.

6.4.2 Standing Committees of the Graduate School

The graduate faculty shall participate in the formulation and administration of policies affecting the operation of the programs of the Graduate School through the Graduate Council, provision for which shall be made in the bylaws. Provision shall be made for the participation of graduate student representatives on the Graduate Council. The bylaws of the Graduate Council shall provide for such other standing committees as may be deemed necessary or desirable. Any such other committees shall report regularly on their activities to the Graduate Council.

6.5 The Council of Deans

The Council of Deans shall consist of the executive vice president and provost as chair, vice provosts, the deans, and such additional academic personnel as the executive vice president and provost and deans shall deem appropriate and necessary to the work of the Council of Deans.

Amendment approved by University Council on 4/3/2019; approved by faculty referendum on 4/19/2019; and approved by the Board of Trustees on 9/12/2019.

ARTICLE 7:
RELATED COUNCILS

7.1 Students
The right of students to organize an association to provide a means for participation in the governance of the university is recognized. Upon acceptance of the constitution by student referendum and by the president of the university, it will be accepted by the university community (i.e., faculty, staff, students, and administrators) as an integral part of the university's system of governance. The students, through their association, may communicate their concerns to the University Council, to the Faculty Senate, or to the associate vice president for student affairs and, through that associate vice president for student affairs, to the provost and to the president of the university and have ultimate appeal to the Board of Trustees.

7.2 Operating Staff
The right of the operating staff to organize a council to represent that constituency of the university community is recognized. It will be accepted by the university community as an integral part of the university's system of governance. The operating staff, through its council, may communicate its concerns to the University Council, to the appropriate vice president(s), to the president of the university and shall then have ultimate appeal to the Board of Trustees.

7.3 University Faculty
The right of the faculty of the university-which shall be defined for this purpose as those regular, full-time university faculty ~~(as defined in Section 6.1.1 of the Constitution)~~ in the academic division of the university, excluding the president, the president's staff, the executive vice president and provost, the executive vice president and provost's staff, the deans and the deans' staffs, to organize a Faculty Senate to represent that constituency of the university community is recognized. It will be accepted by the university community as an integral part of the university's system of governance. The Faculty Senate is the body empowered to act as agent for the university faculty, with delegated power to formulate broad policies with regard to the educational functions of the university. The faculty, through the Faculty Senate, may ~~communicate its concerns, recommendations, and positions to the University Council,~~ present educational policies to the University Council, executive vice president and provost, and to the president of the university, ~~and have ultimate~~ with the ultimate approval authority residing in the appeal to the Board of Trustees. The Faculty Senate is empowered to act as the authoritative and official voice of the faculty of Northern Illinois University. The university bylaws shall specify the membership of the Faculty Senate, its method of selection, and its duties and responsibilities.

The Faculty Senate, in accordance with Board of Trustees Policies, has the power to establish the educational and academic policies of the university. In fulfillment of this charge, the Faculty Senate shall:

7.3.1 Participate through its appropriate curriculum councils in the determination of the university curriculum.

7.3.2 Be concerned with and to participate actively in decisions made on other matters that may directly affect educational policies for which the Faculty Senate is primarily responsible.

7.3.3 Act upon reports from designated committees, boards, commissions, or councils whose actions affect the educational a nd academic policies of the university.

7.3.4 Advise the president, and the vice presidents, on policies affecting the quality of student life on campus.

7.4 Supportive Professional Staff

The right of the full-time supportive professional staff to organize a council to represent that constituency of the university community is recognized. It will be accepted by the university community as an integral part of the university's system of governance. The supportive professional staff, through its council, may communicate its concerns to the University Council or through the appropriate vice president(s) to the president of the university and have ultimate appeal to the Board of Trustees.

Amendment approved by University Council on 09/09/2015; approved by faculty referendum on 10/02/15; and approved by the Board of Trustees on 12/10/2015.

ARTICLE 8:
SELECTION OF A PRESIDENT

8.1 In the selection of a president for the university, the members of the Board of Trustees, the faculty, the students, the supportive professional staff, the operating staff, and all other members of the university community are vitally concerned. Accordingly, when a search for a new president has been authorized, it shall be conducted by a university search committee composed as follows:

- the ~~executive secretary~~ chair of the University Council;
- one tenured faculty member from each degree-granting college and the University Libraries;
- three additional tenured faculty members from the degree-granting colleges, apportioned so as to reflect in so far as possible the ratio between the number of regular full-time faculty members in each college to the total number of faculty members in all colleges used in the most recent apportionment of faculty seats on the University Council;
- two undergraduate students selected by the Student Association;
- one graduate student selected by the student members of the Graduate Council in consultation with the graduate student members of the Student Association Senate;
- one operating staff member selected by the Operating Staff Council;
- one supportive professional staff member selected by the Supportive Professional Staff Council;
- and one alumni representative selected by the Northern Illinois University Alumni Association.

8.2 All groups selecting members shall make a special effort to include an appropriate representation of women and minority group members among their nominees. Each degree-granting college shall submit a list of nominees equal to the number of its designated representatives plus two. The Faculty Senate shall choose the apportioned number of nominees from each college list. In so doing, the Senate shall seek to achieve appropriate representation of women and minority group faculty members on the committee.

8.3 When the search committee as selected in accordance with Articles 8.1 and 8.2 above does not contain an elected faculty representative who is a woman or who is a member of a minority racial group, the elected faculty representatives shall meet and elect such representatives. The persons thus elected shall be chosen from among the faculty members of the university who are eligible for election to the search committee. Prior to conducting such an election, the elected faculty representatives on the search committee shall seek nominations for this position from the college faculties, and shall elect one of the persons thus nominated.

8.4 The search committee shall adopt procedures enabling appropriate representative constituencies to participate in the interview process. The search shall be coordinated on campus, the university providing space and support personnel.

ARTICLE 9:
HUMAN RIGHTS

9.1 Academic Freedom
Freedom of thought, inquiry, and scholarly and artistic expression is fundamental and essential to the maintenance of the academic community. In all of its actions, the university shall act to uphold this principle and to create an environment totally conducive to the unfettered exploration of ideas, pursuit of knowledge, and scholarly and artistic expression.

9.2 Equality of Treatment
The university shall afford to all members of its community fair, impartial, and equal treatment regardless of sex, race, national origin, ancestry, marital status, age, color, veteran status, political views or affiliation, religious views or affiliation, sexual orientation, gender identity, gender expression, physical or mental disability, or other factors unrelated to their scholarly or professional performance. The university may make specific provisions to promote affirmative action.

9.3 Due Process
The university shall establish orderly procedures to insure fairness in its treatment of individual members of the community, and to insure the protection of the rights and welfare of both the individual members of the community and of the university itself.

9.4 Procedures
Procedures for the protection of the above rights shall be set forth in the bylaws.

Article 9.2 amendment approved by the University Council on 11/02/2011; approved by faculty referendum on 11/28/2011; and approved by the Board of Trustees 05/02/2012.

ARTICLE 10:
AMENDMENT PROCEDURES

Amendment of the constitution shall be accomplished by the following sequence of procedures:

10.1 Written notice of a proposed amendment may be presented at any regular meeting of the University Council by any voting or nonvoting member, but no final action shall be taken on a proposed amendment until at least the next regular meeting of the University Council.

10.2 Approval of the proposed amendment by a two-thirds vote of the University Council members voting.

10.3 Approval of the proposed amendment in a faculty referendum in which a majority of those voting concur. For voting eligibility, see Article 6.1.1.

10.4 Approval of the proposed amendment by the Board of Trustees pursuant to the Board of Trustees Governance Documents.

BYLAWS OF NORTHERN ILLINOIS UNIVERSITY

ARTICLE 1:
MEMBERSHIP OF THE UNIVERSITY COUNCIL

1.1 Ex Officio Voting Members (11)

- The president
- The executive vice president and provost
- The dean of each of the degree-granting colleges, of the Graduate School, and of the University Libraries.

1.2 Nonvoting Members (4)

- The associate vice president for student affairs.
- Three additional members of the university administration to be designated by the president.

1.3 Elected Voting Members From Full-time College Faculty (32)

Thirty-two tenured members shall be elected by and from the regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, excluding the president, the president's staff, the executive vice president and provost, the executive vice president and provost's staff, the deans, and the deans' staffs. Regular faculty members are those whose contracts do not carry the designation "temporary" or "adjunct." An elected voting faculty member of the University Council shall be eligible for no more than two successive three-year terms.

1.4 Student Members of the University Council (16)

The voting student members of the University Council shall consist of the president of the Student Association, or the president's designee, and fifteen (15) additional students selected in the manner prescribed in article 4 of these bylaws.

1.5 Supportive Professional Staff Members of the University Council (2)

The president of the Supportive Professional Staff Council shall be a voting member of the University Council. The Supportive Professional Staff Council shall select annually an additional full-time supportive professional staff member to serve as a voting member. Full-time supportive professional staff members are those whose appointments designate them as holding: (a) no-rank faculty status, or (b) faculty rank with administrative assignments outside the academic division of the university.

1.6 Operating Staff Members of the University Council (2)

The president of the Operating Staff Council shall be a voting member of the University Council. The Operating Staff Council shall select annually an additional full-time operating staff member to serve as a voting member.

1.7 Consultants to the University Council

Subject to the call of the University Council, consultants shall have the right to participate in the deliberations of the Council but shall not have the right to vote.

1.8 Additional Ex Officio Members

The assistant chairs of the Academic Planning Council, the Graduate Council, and the Baccalaureate Council shall sit as ex officio, nonvoting members of the University Council during their terms of office.

1.9 Alternates for Members of the University Council

An alternate or a panel of alternates shall be designated for each member of the University Council.

1.9.1 The name of the designated alternate or alternates for each member shall be forwarded to the executive secretary of the University Council by the appointing authority by October 1 of each academic year. No alternate may serve in that capacity until three days after that alternate's name has been officially transmitted to the executive secretary by the appointing authority.

1.9.2 Alternate panels may be used only where more than one member is selected to represent a designated constituency. When a panel is used, the names of alternates in the panel may be ranked by the appointing authority, and the selection of particular alternates to attend meetings in place of any of the University Council members representing the constituency shall be made in terms of the priority ranking. The number of names of alternates in any such panel shall not exceed the number of University Council members representing the constituency from which the alternate panel was developed.

1.9.3 Mid-term vacancies which occur in the position of alternate to the University Council shall be filled in the same manner as that prescribed by the university constitution for filling the position which was vacated. Mid-term appointments shall be for the balance of the unexpired term. They shall take effect three days after notice of the appointment has been sent to the executive secretary of the University Council by the appointing authority.

1.9.4 An alternate, when sitting on the University Council, shall have the same power and privileges as the regular member whose place on the University Council is being filled.

1.9.5 There shall be no use of proxy votes on the University Council. In the event a regular member cannot attend a University Council meeting, the executive secretary of the University Council shall be notified in advance of the meeting.

1.9.6 Vacancies which occur in the membership of the University Council shall be filled by the designated alternate for that position until the vacancy is filled in accordance with the appropriate procedure specified below.

1.9.6.1 Vacancies in seats held on an ex officio basis shall be filled when a new person is designated to fill that office on either a regular or an acting basis.

1.9.6.2 Vacancies in seats held by faculty members shall be filled by the alternate designated for that seat. Such alternate shall serve as a member of the University Council for the balance of the year in which the vacancy occurs. Elections, if necessary, to fill the unexpired portion of the term of office of the vacated position shall be held concurrently with the regularly scheduled annual election of faculty members to the University Council.

1.9.6.3 Vacancies in seats held by student members shall be filled by the alternate designated for that seat. Such alternate shall serve for the balance of the academic year.

1.9.6.4 Vacancies in seats held by representatives of the supportive professional staff or the operating staff shall be filled by the alternate for the vacant position until a successor is elected by the Supportive Professional Staff Council, or the Operating Staff Council respectively.

1.9.7 A panel of alternates for faculty members from each college shall be elected within 30 days of the start of each new academic year by and from the respective college faculty on the Faculty Senate. Names on the panel shall be listed in priority order and forwarded immediately to the executive secretary of the University Council. Should the executive secretary find that there is an insufficient panel of alternates from any college, the secretary shall act to secure an adequate panel of alternates for that college.

1.9.8 Each member of the university administration shall designate an alternate.

1.9.8.1 The alternate for a University Council representative from the supportive professional staff shall be selected in accordance with the Supportive Professional Staff Council Constitution and Bylaws.

1.9.8.2 The president of the Operating Staff Council shall designate an alternate from that council.

1.9.8.3 To be eligible for service as a faculty or staff alternate, a person must be eligible for the University Council position for which she or he is to serve as an alternate. Faculty alternates shall serve for a term of one year and shall be eligible for re-election as an alternate or for election to the University Council in the succeeding year.

Amendment approved by University Council 01/26/2000.
Amended to reflect current position titles per University Council approval of identical Committee Book updates 09/07/2011.

1.1 Composition

1.1.1 The University Council shall consist of voting representatives of the university faculty, students, staff, and administration as follows:

Seven tenure-track faculty members, one from each degree-granting college and University Libraries. Such tenure-track faculty from each degree-granting college and University Libraries, eligible to either be elected or to elect, shall include those who hold the rank of professor, associate professor, or assistant professor, and shall exclude the president, the president's staff, the executive vice president and provost, the executive vice president and provost's staff, the deans, and the deans' staffs.

Two instructors as defined in the instructors' collective bargaining agreement.

One clinical faculty member selected by the Council of Deans.

Four student members selected by the Student Government Association and one graduate student member selected by the Graduate Council.

Four supportive professional staff members selected by the Supportive Professional Staff Council.

Five operating staff members selected by the Operating Staff Council.

Four administrators including: the president of the university, the executive vice president and provost, the chief financial officer; and one dean selected by and from the deans.

1.1.2. The Faculty Senate president shall serve as the nonvoting chair.

1.1.3. The University Council shall have at least one elected member who is a member of a minority racial group.

1.1.4 Subject to the call of the University Council, other persons, serving as consultants, shall have the right to participate in the deliberations of the University Council, but shall not have the right to vote.

1.2 Terms of Office

1.2.1 Persons elected to the position of University Council voting member shall serve terms of three years, except for persons elected as student representatives who shall serve terms of one year. The university president, the executive vice president and provost, and the chief financial officer shall serve for the duration of their term of office. The dean

representative and the Faculty Senate president/University Council chair shall serve terms of one year.

1.2.2 Terms of office for all members shall begin on July 1. Persons elected or appointed to fill mid-term vacancies on the University Council shall be eligible to begin service on the University Council three days after the chair of the University Council has been officially notified in writing of their election or appointment.

1.3 Removal from University Council Membership

1.3.1 An elected member of the University Council shall be subject to removal by a two-thirds vote of the total University Council voting membership after three successive absences from regularly scheduled meetings of the University Council.

1.3.2 Vacancies created by removal shall be filled for the balance of the term remaining by the procedures established in the bylaws for filling vacancies in that office.

ARTICLE 2:
STANDING COMMITTEES OF THE UNIVERSITY COUNCIL

~~2.1 Steering Committee~~

~~2.1.1 Composition~~

- ~~One elected faculty member from each college;~~
- ~~One faculty member from the University Libraries;~~
- ~~One supportive professional staff member;~~
- ~~One operating staff member;~~
- ~~Two student members who are not from the same college;~~
- ~~Two administrative officers who may be either voting or nonvoting members of the University Council;~~
- ~~The executive secretary of the University Council who will serve as chair.~~

~~The faculty members of the committee shall be appointed by the executive secretary with the advice and consent of the Faculty Senate; the student members shall be appointed by the executive secretary with the advice and consent of the student members of the University Council. The administrative officers shall be appointed by the executive secretary in consultation with the president of the university.~~

~~2.1.2 Duties~~

~~**2.1.2.1** The Steering Committee shall advise the executive secretary between meetings of the University Council.~~

~~**2.1.2.2** The committee shall prepare the agenda for distribution to the University Council members prior to meetings.~~

~~**2.1.2.3** In addition, the committee shall perform such other duties as are assigned to it by the University Council.~~

~~2.1.3 Preparation of the Agenda~~

~~**2.1.3.1** Any member of the University Council or any 10 members of the university community may submit to the Steering Committee an item no less than 14 days prior to a Council meeting.~~

~~**2.1.3.2** The committee, by majority vote, shall decide what proposals shall be included on the agenda, and in what order, based on the Steering Committee's judgment as to whether a given proposal lies within the jurisdiction of the University Council and is appropriate for University Council action.~~

~~**2.1.3.3** Any member of the University Council may challenge the agenda for any meeting, as a priority matter, at the beginning of a meeting; the question of whether a proposal shall be added to the agenda for the day shall be resolved by a~~

~~majority vote of the full University Council after hearing the rationale for the inclusion of the item by its sponsor.~~

~~**2.1.3.4** As an emergency measure, the president may, under priority announcements, add to the agenda items of new business.~~

~~**2.1.3.5** Items affecting policy may not be added to the agenda for the day except as provided in section 3.3.2 of the bylaws; items not affecting policy may be added to the agenda for the day by majority vote.~~

~~**2.1.3.6** The University Council may establish rules limiting the amount of time available for individual presentations at University Council meetings, either by members of the University Council or by others permitted to speak before the University Council.~~

~~**2.1.3.7** In order to assure timely consideration on the academic year's agenda of the University Council and that of its relevant members, an item should be submitted to the executive secretary no later than 21 days prior to the penultimate meeting of the University Council.~~

2.2~~1~~1 Faculty Senate-University Council Rules, Governance and Elections Committee

2.2~~1~~1.1 Composition The FS-UC Rules, Governance and Elections Committee shall consist of the following members:

(A) Eight faculty members, four of whom shall be members of the University Council, and shall be appointed by the ~~executive secretary~~ chair of the University Council (with the advice and consent of the University Council). The remaining four shall be members of the Faculty Senate and shall be appointed by the president of the Faculty Senate (with the advice and consent of the Faculty Senate). No two faculty members shall be from the same department. Faculty members shall serve one-year terms and shall be eligible for reappointment.

(B) One student appointed by the Student Government Association. The student shall be a member of either the University Council or Faculty Senate. The student member shall serve a one-year term and shall be eligible for reappointment.

(C) One Supportive Professional Staff member and one Operating Staff member who shall be members of either the University Council or Faculty Senate. They shall serve one-year terms and shall be eligible for reappointment.

(D) One instructor from either the Faculty Senate or University Council. The instructor will serve a one-year term and shall be eligible for reappointment.

~~(D)~~ (E) One nonvoting member selected by and from the deans of the degree-granting colleges, who shall serve a one-year term and shall be eligible for reappointment.

The committee chair shall be appointed by the ~~executive secretary~~ University Council chair with the advice and consent of the University Council.

2.2~~1~~1.2 Duties

(A) Advise the University Council or Faculty Senate on any question referred to it by the University Council or Faculty Senate involving the interpretation of the university Constitution or Bylaws, and/or Faculty Senate Bylaws and including questions relating to the definition or application of academic freedom standards.

(B) Administer and supervise elections to the University Council and Faculty Senate. Faculty Senate representatives on the committee will administer the Faculty Senate elections; University Council representatives on the committee will administer the University Council elections.

(C) Make final rulings on the eligibility of candidates from colleges and the University Libraries and all other election matters not specifically covered by these procedures.

~~(D) Review, prior to the elections in those years which are multiples of three, the ratio of the faculty in each college who are on regular contract, excluding the faculty member from the University Libraries, to the total number of faculty in all colleges who are on regular contract and recommend to the University Council any needed adjustment in the number of elected faculty seats on the University Council allocated to each college.~~

(~~E~~D) When a university committee or council requires staggered terms for its elected faculty members, determine in advance of the election which seats in each college shall be filled for one-, two-, or three-year terms. Such a determination must be made before the initial election of faculty to such a committee or council, and before the first election after each successive reapportionment of seats on the committee or council. Staggered terms shall be assigned so that, as nearly as possible, there will be an equal number of members of the council or committee elected each year and an equal number of members elected from each faculty constituency each year.

(~~F~~E) Administer and supervise all referenda that require the vote of the entire faculty of the university.

(~~G~~F) Monitor legislation that affects higher education and report the status of such legislation to the University Council so that appropriate actions may be taken.

(G) Serve as a liaison body between Faculty Senate and University Council.

2.~~3~~2 University Council Personnel Committee

2.32.1 Composition ~~All voting members of the University Council Personnel Committee shall be tenured members of the faculty. The committee shall consist of members chosen as follows:~~ The University Council Personnel Committee shall consist of the following members:

~~**2.3.1.1** Seven members of the University Council: one each from the faculty elected to represent the colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Visual and Performing Arts, and two from among the faculty elected to represent the College of Liberal Arts and Sciences.~~

(A) Two tenure-track faculty members selected by and from the tenure-track faculty members serving on University Council.

(B) Two student members selected by and from the student members serving on University Council.

(C) Two operating staff members selected by and from the operating staff members serving on University Council.

(D) Two supportive professional staff members selected by and from the supportive professional staff members serving on University Council.

(E) One instructor member selected by and from the instructor members serving on University Council.

(F) One clinical faculty member serving on University Council.

~~These members shall be appointed by the Faculty Senate prior to the selection of other members of the committee and shall serve staggered two-year terms during their membership on the University Council.~~

~~**2.3.1.2** Members from the faculties of the colleges chosen as follows:~~

~~**(A)** One member from each of the following college councils chosen by members of that college council: Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts; such members shall not be chosen from the same academic departments as the members selected for the committee from these colleges by the Faculty Senate.~~

~~**(B)** One member from the faculty of the College of Law and the University Libraries chosen by that faculty.~~

~~**2.3.1.3** The vice provost for graduate studies and research who shall serve ex officio, but who shall not vote;~~

~~**2.3.1.4**~~ (G) The executive vice president and provost who shall serve ex officio as chair, but who shall not vote.

2.~~3~~2.2 Duties

2.~~3~~2.2.1 Provide the colleges and ~~the faculty~~ personnel with university criteria, current policies, and compliance dates for various personnel actions involving tenure-track faculty not covered by the faculty collective bargaining agreement, instructors not covered by the instructors collective bargaining agreement, and staff not covered by a collective bargaining agreement.

~~**2.3.2.2** Review and formulate recommendations regarding all proposed changes in university policy pertaining to salary increases, tenure, promotion in rank, leaves without pay, and for sabbatical leaves for academic personnel. No university policy relating to faculty compensation, including increments, shall be established or changed until it has been reviewed and recommended by the University Council Personnel Committee. All such recommendations shall be reported to the University Council.~~

2.~~3~~2.2.~~3~~2 Ensure that the personnel policies and procedures of the individual colleges and of the university libraries are up to date, in compliance with university policies, adequate to the demands and expectations placed upon them, and properly enforced and implemented in all situations. To accomplish this purpose, the committee may undertake analyses of aggregate personnel decisions by departments and colleges for the purpose of determining compliance by such units with university policies. In doing this, the committee shall not, however, undertake investigations or reviews of individual personnel decisions, except as such decisions must be reviewed in the context of a broader aggregate analysis of college and departmental personnel actions.

2.~~3~~2.2.4~~3~~ Approve the personnel policies and procedures of the individual colleges and of the university libraries, and all proposed changes in such policies, before such policies and procedures can be implemented.

~~**2.3.2.5** Review all department and college recommendations pertaining to policies on salary increases and aggregate analyses of all department and college recommendations regarding tenure and promotion in rank for all personnel holding faculty rank.~~

~~**2.3.2.6** Formulate recommendations regarding sabbatical leave applications in accordance with the provisions of Article 8 of these bylaws.~~

~~**2.3.2.7** Review and forward its recommendation to the president on each case involving promotion, tenure, or sabbatical leave in which the executive vice president and provost disagrees with a unanimous recommendation made by the college and department concerned.~~

2.32.2.84 Serve as an appeals board to hear and forward recommendations to the executive vice president and provost on individual cases involving:

A. Allegations of procedural violations at the college level;
B. Disagreements on a personnel decision/recommendation between a college and a department;
C. Disagreements on a personnel decision/recommendation between a dean and a college council or college personnel committee;
D. Concerns of the executive vice president and provost about a possible violation of personnel procedures or standards which was not resolved at the college level.

~~The definition of this review authority is further specified in section 6.3.4 of these bylaws.~~

2.32.2.95 Perform such other functions as may be assigned to it by these bylaws.

~~2.4 Academic Policy Committee~~

~~2.4.1 Composition~~ ~~The Academic Policy Committee shall consist of members of the University Council as follows:~~

- ~~Seven elected faculty members from at least four colleges;~~
- ~~Two deans from among the colleges and Graduate School;~~
- ~~One other administrator;~~
- ~~One undergraduate student and one graduate student.~~

~~The committee members and committee chair shall be appointed by the executive secretary with the advice and consent of the University Council.~~

~~2.4.2 Duties~~

~~2.4.2.1~~ ~~Advise the University Council on any question referred to by the University Council and involving the academic activities of the university.~~

~~2.4.2.2~~ ~~Recommend to the University Council responses to substantive policy changes from the academic councils in Article 13 (Academic Planning Council, Graduate Council, and Baccalaureate Council).~~

~~2.4.2.3~~ ~~Recommend to the relevant academic councils, issues of concern to the University Council that are within the purview of those academic councils.~~

~~2.5 University Affairs Committee~~

~~2.5.1 Composition~~ ~~The University Affairs Committee shall consist of members of the University Council as follows:~~

- Seven elected faculty members from at least four colleges;
- Two deans from among the colleges and Graduate School;
- One other administrator;
- One member of the supportive professional staff;
- One member of the operating staff;
- Two students who are not from the same college.

The committee members and committee chair shall be appointed by the executive secretary with the advice and consent of the University Council.

2.5.2 Duties Advise the University Council on any question referred to it by the University Council involving the operation of the university, other than matters within the purview of the Elections Committee, Minutes Committee, University Council Personnel Committee, Rules, Governance and Elections Committee, Academic Policy Committee, and resources, Space, and Budget Committee. These questions any involve internal university matters (such as athletics, parking, the student judicial system, the university calendar, and the offices of the ombudsman and the executive secretary to the University Council) and the university's relationship with external agencies (such as local municipalities and the legislature).

2.6 Resources, Space and Budget Committee

2.6.1 Composition

2.6.1.1 The Resources, Space, and Budget Committee shall consist of the following members

(A) Twelve faculty members, six of whom shall be members of the University Council, and shall be appointed by the executive secretary of the University Council (with the advice and consent of the University Council). The remaining six shall be members of the Faculty Senate, and shall be appointed by the president of the Faculty Senate (with the advice and consent of the faculty Senate). Faculty membership shall include at least one representative from each academic college and University Libraries. Faculty members shall serve one-year terms and are eligible for reappointment. No two faculty members shall be from the same department.

(B) Two undergraduate students and one graduate student appointed by the Student Government Association. The students shall be members of the University Council. The student members shall serve a one-year term and shall be eligible for reappointment.

(C) Two Supportive Professional staff members and two Operating Staff members who shall be members of the University Council. They shall serve one-year terms and shall be eligible for reappointment.

(D) One nonvoting member selected by and from the deans of the degree-granting colleges, who shall serve a one-year term and shall be eligible for reappointment.

(E) The Vice President for Administration and Finance and Chief Financial Officer who shall be ex officio nonvoting.

(F) The Executive Vice President and Provost who shall be ex officio nonvoting.

2.6.2 Chair The chair of the committee shall be a member of the University Council, selected by the executive secretary of the University Council with the advice and consent of the University Council. The chair shall serve a one-year term and shall be eligible for reappointment.

2.6.3 Duties

(A)To participate with the president and the executive vice president and provost in the development of long-range planning regarding the allocation and reallocation of resources in both the operating and capital budgets and in the assignment and reassignment of space.

(B) To advise the president and the executive vice president and provost regarding goals and priorities for the utilization of resources, space, and budgets, and to provide periodic evaluations of progress in achieving the goals and priorities.

(C)To make other reports and recommendations to the Faculty Senate and the University Council regarding resource allocations and utilization as the committee feels appropriate or as may be requested by the faculty senate or University Council. In addition to holding regular meetings to seek input on resource needs and priorities, the committee shall meet with the president and the executive vice president and provost, together and/or separately, at least two times a semester, to offer advice on budget and space issues. The committee shall report its recommendations and evaluations to the Faculty Senate and the University Council.

(D) To advise the president and executive vice president and provost on critical, time sensitive budget issues affecting the university.

(E)To participate and advise the president and executive vice president and provost on resource allocation matters and revenue generation opportunities that arise.

~~**2.6.4 Operating outside of the academic calendar**~~

~~(A) In order to address Item 2.6.3 (D) under Committee Duties, the committee is authorized by the University Council to function outside of the academic year calendar, without a quorum, providing there are at least five voting members, the majority of which must be faculty.~~

~~Alternates for this committee operating outside of the academic year will be selected by the Executive Secretary of the University Council.~~

2.~~7~~3 Financial Exigency Advisory Committee

If the president believes a financial exigency is imminent, the president, in consultation with the ~~Resources, Space, and Budget Committee~~ University Council, shall form a Financial Exigency Advisory Committee, some of whose members shall be voting members of the ~~Resources, Space, and Budget Committee~~ University Council. All procedures, criteria, and guidelines developed by the committee to carry out the provisions of this bylaw and of the board regulations shall be reviewed by the University Council before any exigency-related decisions are undertaken.

2.~~8~~4 Other Standing Committees
Other standing committees may be established by the ~~Steering Committee with the advice and consent of the~~ University Council.

2.~~9~~5 Committee/Board Structure

The University Council shall reexamine periodically the internal committee and board structure of the university.

Then NIU Bylaws, Article 2.8.1.1 (E) amended to reflect current position title per University Council approval of identical Committee Book update 09/07/2011.

Then NIU Bylaws Article 2.8.1.1 (E) and (F) amended to reflect current position titles and duty assignments, approved by University Council 04/02/2014.

Then NIU Bylaws Article 2.6 (previously 2.8), Resources, Space and Budget Committee, amended per University Council approval 04/29/2015.

NIU Bylaws Article 2.3, Minutes Committee, eliminated per University Council approval 04/29/2015.

NIU Bylaws, Article 2.2, Elections and Legislative Oversight Committee, and Article 2.5, Rules and Governance Committee, merged into an amended 2.2 and one new committee: Rules, Governance and Elections Committee per University Council approval 04/29/2015.

NIU Bylaws, Article 2.2 amended to consolidate the UC-RGE Committee with the FS-RGE Committee per University Council approval 10-07-15.

Then NIU Bylaws, Article 2.6.1.1 (C), (E) and (F) amendment approved by University Council 05/02/2018.

ARTICLE 3:
OPERATING PROCEDURES OF THE UNIVERSITY COUNCIL

3.1 Order of Business and Parliamentary Authority

~~**3.1.1** The order of business shall be:~~

~~Call to Order~~
~~Adoption of Agenda~~
~~Approval of Minutes~~
~~President's Announcements~~
~~Consent Agenda~~
~~Reports from Councils, Boards, and Standing Committees~~
~~Unfinished Business~~
~~New Business~~
~~Comments and Questions from the Floor~~
~~Information Items~~
~~Adjournment~~

3.1.2~~**1**~~ Except as otherwise provided by the University Council, its meetings shall be conducted in accordance with Robert's Rules of Order Revised.

3.1.3~~**2**~~ A parliamentarian, who shall be appointed by the president, shall perform the usual duties appertaining to this position.

3.1.4~~**3**~~ A majority of the members of the University Council eligible to vote shall constitute a quorum.

3.2 Minutes of the University Council

3.2.1 The ~~executive secretary~~ chair of the University Council shall make a draft copy of the minutes, which shall be forwarded to council members prior to the next regular meeting of the University Council. As provided in the order of business, University Council minutes must be approved by the University Council. Approved minutes of the University Council shall be distributed to University Council members and to faculty and supportive professional staff in a timely manner.

3.2.2 Prior to approval of the minutes of the University Council, official statements on the business of the University Council shall be released only by the presiding officer or the ~~executive secretary~~ chair of the University Council.

3.2.3 A copy of the minutes shall be regularly deposited in the university archives. The University Council website is the official medium for the publication of the minutes of the University Council.

3.3 Voting Procedure of the University Council

3.3.1 Action shall be taken by majority vote of the members voting. When the motion is called, members may vote in favor of the motion, against the motion, abstain from voting, or indicate that they are present but not voting. Those present and not voting shall not be counted in computing whether the appropriate majority has been obtained for passage of a motion. The question of whether a roll call vote shall be taken may be incorporated in the motion or a motion to amend may be offered to request a roll call vote.

3.3.2 Proposals affecting policy must be presented in writing and may be discussed at the meeting at which first presented, but shall be held until at least the next regular meeting for action. By approval of three-fourths of the members voting, however, this waiting period may be waived for a particular proposal, and final action may be taken on the proposal in question at the meeting at which it is first presented.

3.3.3 Substantive amendments to policy proposals shall ordinarily be presented in writing and distributed to members prior to the meeting at which they are to be considered, either by a member or through the ~~executive secretary~~ chair of the University Council. By approval of three-fourths of the members voting, however, action on substantive amendments to policy proposals may be taken at the meeting at which it is first presented.

3.3.4 No votes shall be cast at University Council meetings by proxy or absentee ballot.

3.4 Consent Agenda

3.4.1 The ~~Steering Committee of the~~ University Council chair shall place on the consent agenda those items of business requiring University Council action which, in its judgment, are not likely to require University Council discussion and which are expected to receive unanimous approval from University Council members.

3.4.2 When the consent agenda is called at any meeting of the University Council, members of the University Council shall first have an opportunity to object to the placement of any item on the consent agenda. Any item receiving such an objection from any five voting members of the University Council shall be removed from the consent agenda and placed in the appropriate later category of the meeting's agenda. Removal of items from the consent agenda shall not be debatable.

3.4.3 After items to which objections have been raised are removed from the consent agenda, the University Council chair shall call for a single vote to approve all of the matters of business remaining on that agenda.

3.5 Procedure for Implementing and Appealing University Council Actions

Any action approved by the University Council shall go into effect immediately or at a date specified. In the event that the approval of the Board of Trustees is required or deemed necessary, the action of the University Council shall not be effective until appropriate action is taken by the Board. Action of the University Council on matters affecting policy may be

appealed by written petition of five percent or 500 members, whichever is smaller, of any constituency (faculty, student, supportive professional staff, operating staff) represented by a voting member of the University Council. Such petition shall be made to the ~~president~~ chair within 10 days of the official publication of the action. The ~~president~~ chair shall, if necessary, call a special meeting of the University Council or~~, in accordance with Article 2.1.3.4 of these bylaws,~~ place the appeal on the agenda of the next regular meeting to require the University Council to reconsider the vote on the action taken.

3.6 Office of the ~~Executive Secretary~~ Chair of University Council

3.6.1 The University Council chair/Faculty Senate president shall serve full-time in that position for a one-year term beginning July 1. The ~~executive secretary of the University Council~~ chair shall be provided by the president with an office, secretarial assistance, and the supporting resources pertaining thereto. The outgoing ~~executive secretary~~ chair shall prepare an annual office budget as part of the normal university budget process. The budget shall provide salaries for the ~~executive secretary~~ chair, secretarial assistance, as well as supporting resources pertaining to the office. The budget shall also include funding for the Office of the Ombuds~~man~~person, the Faculty and SPS Personnel Advisor, and the Faculty Representative to the Illinois Board of Higher Education.

3.6.2 The ~~executive secretary~~ chair shall be paid from the budget of the academic department in which the individual holds rank and tenure for a regular nine-month full-time appointment. That department shall be compensated by a transfer of funds from the budget of the University Council to support instructional costs incurred by the department as a consequence of the ~~executive secretary's~~ chair's assignment to University Council duties. The actual allocation to the department shall be determined on the basis of discussions involving the department chair, the dean of the college, the executive vice president and provost, and the office of the president. The budget of the University Council shall also fund an additional three months' salary for the ~~executive secretary~~ chair.

NIU Bylaws, Article 3.6.1 amendment approved by University Council on 04/09/2008.
NIU Bylaws, Article 3 amendment approved by University Council on 04/30/2008.
NIU Bylaws, Article 3.1.1, 3.2.1, and 3.2.3 amendments approved by University Council on 02/22/2012.
NIU Bylaws, Article 3.2.1 amended to reflect Article 2.3 amendments approved by University Council on 4/29/2015.
NIU Bylaws, Article 3.6.2 amendment approved by University Council on 05/03/2017.

ARTICLE 4:
ELECTION PROCEDURES OF THE UNIVERSITY COUNCIL

4.1 Election Administration
Elections to the University Council shall be administered and supervised by the Faculty Senate-University Council Rules, Governance and Elections Committee (RGE).

4.2 College and University Libraries Tenure-Track Faculty ~~Elections~~ Representation

4.2.1 Elections of representatives to the University Council from college and University Libraries faculties shall be initiated by the RGE in November of each year for terms beginning the following fall semester. At the same time, the RGE shall inform faculty, through appropriate campus-wide email, that the University Council election process is about to begin. Such notice shall include the names of those representatives whose terms are expiring.

4.2.2 The RGE shall inform each college and the University Libraries of the number of positions to be filled by the faculty of that unit and ask the unit to forward to it a list of nominees drawn from the unit's faculty members qualified for election to, and willing to serve on, the University Council. ~~Each college and the University Libraries shall submit to the RGE, by the date stated in the call for nominees, the number of such names equal to no fewer than two (2) times the number of representatives to be elected from the college.~~ Each college and the University Libraries shall determine in a faculty referendum its own procedures for developing its list of nominees to be submitted to the RGE. These procedures shall be transmitted to the chair ~~executive secretary~~ of the University Council and shall remain in force until amended in a subsequent referendum.

4.2.3 The ~~executive secretary~~ chair of the University Council will contact each nominee to confirm the faculty member's willingness to serve. The RGE shall then cause to be circulated to the qualified voters among the faculty of each college and the university libraries an election ballot containing the names of the nominees for election from that unit.~~, and ask each faculty member to vote for a number of persons equal to the number of representatives to be elected.~~ The nominee~~s~~ receiving the highest number of votes shall be declared elected. Ties occurring at any stage of the balloting shall be broken by lot.

4.2.4 All elections shall be conducted by secret ballot.

4.2.5 Each college and the University Libraries may choose to conduct its balloting electronically or by paper ballot. For electronic voting, an RGE designee shall have access to the electronic program used for tabulating the results of the election in order to share results with the RGE. For paper balloting, all paper ballots shall be returned to the Office of the University Council by each individual voter. Paper ballots will be canvassed by the RGE. Upon completion of electronic voting, digital records for ballots cast and final ballot counts shall be forwarded to the Office of the University Council. The electronic and paper ballots will be kept by the Office of the University Council in accordance with state and university record retention policies.

4.3 Instructor Representation
Two instructors as defined in the Instructors Collective Bargaining Agreement, shall be elected.

4.4 Clinical Faculty Representation
One clinical faculty member shall be elected by the Council of Deans.

4.5 Student Representation

4.5.1 ~~The president of the Student Government Association shall be a voting member of the University Council and may designate an alternate from the executive board of that association. Both the president, and the alternate must comply with the requirements of Article 3.3.2.5 of these bylaws to be eligible to serve on the University Council.~~ Four student members shall be elected by the Student Government Association (SGA).

4.5.2 ~~Fifteen additional voting student members shall be selected as follows by the SGA.~~ One graduate student member shall be elected by the Graduate Council.

~~**4.3.2.1** One student representative and that representative's alternate shall be chosen from students in the college by the student advisory committee of each degree-granting college. A student representative and that representative's alternate shall also be chosen from the graduate student body by the student advisory committee of the Graduate School.~~

~~**4.3.2.2** Seven student representatives and their alternates shall be appointed by the Student Government Association president with the advice and consent of the Student Government Association Senate. Every effort should be made to ensure that there is representation from various academic colleges and other constituencies including women, persons from minority groups, international students, and graduate students. Alternates shall represent the same student constituency as the members for whom the alternates are to be appointed.~~

~~**4.3.2.3** The president of the Student Government Association shall notify the executive secretary of the University Council of the names of the student representatives, and the alternate for each such representative.~~

~~**4.3.2.4** A vacancy in the position of student representative or student alternate representative shall be filled in the same manner used to make the initial appointment. Persons appointed to fill vacant student positions shall be eligible to serve on the University Council three days after the executive secretary of the University Council has been notified of their appointment.~~

4.5.~~2.5~~3 Students whose status is "good standing" and who are carrying a minimum of nine semester hours or, in the case of graduate students and the president of the SGA, six semester hours each semester, shall be eligible for membership. To continue as a

member, a student must maintain good academic standing and enrollment in at least the number of semester hours indicated above.

~~**4.5.2.6** For purposes of this article, the academic major of an individual student shall be that which existed as of the date of the student's appointment or election to office.~~

4.6 Supportive Professional Staff Representation ~~and Operating Staff Representatives~~
~~The president of the Supportive Professional Staff Council and the president of the Operating Staff Council shall be elected in accordance with the provisions set forth in the bylaws of those organizations.~~ Four Supportive Professional Staff members shall be elected by the Supportive Professional Staff Council.

4.7 Operating Staff Representation
Five Operating Staff members shall be elected by the Operating Staff Council.

4.8 Dean Representative
One dean shall be elected by and from the deans.

NIU Bylaws, Article 4.3 amendment approved by University Council 04/11/2012.
NIU Bylaws, Article 4 amendment approved by University Council 05/02/2018.

ARTICLE 5:
THE ACADEMIC PERSONNEL PROCESS

Northern Illinois University strives for excellence in all academic matters. The academic personnel process is designed to facilitate the evaluation of faculty, in the light of this quest for excellence, in a fair and professional manner. To do so requires the exercise of informed, professional judgment as well as respect for the rights and responsibilities of all persons involved in the process. The University is best served when personnel matters can be decided, and disagreements resolved, in an environment of informal cooperation and full discussion, based upon clearly stated criteria for evaluation.

5.1 Principles Regarding Personnel Matters

5.1.1 The faculty personnel process at Northern Illinois University is a dual track system with faculty and administrators comprising the two distinct tracks and each track composing distinct evaluations. This system originates at the department level and progresses through the college and university levels to final on-campus recommendation by the president.

5.1.2 Each department and college must maintain written policies and procedures for carrying out their roles and responsibilities in the personnel process indicated in these Bylaws. Those documents are to be made available to the affected faculty.

5.1.3 If departmental personnel policies and procedures do not contain provisions for their amendment, they may be amended in accordance with the principles of Article 22 of the Bylaws. In that case, those eligible to vote on the amendment are the regular, full-time faculty members of the department. If college personnel policies and procedures do not contain provisions for their amendment, they may be amended in accordance with the principles of Article 22 of these Bylaws. In that case, those eligible to vote on the amendment are the members of the college council, or in colleges without a council, the regular, full-time faculty as a whole.

5.1.4 All departmental personnel policies and procedures must be approved by the appropriate college faculty personnel body, and the college personnel procedures by the University Council Personnel Committee prior to their implementation.

5.1.5 The affected faculty member has the right to know of the disposition of a personnel recommendation in process within 30 working days after its receipt at the next higher level of decision making, unless an appeal is filed within those 30 days.

5.1.6 A written report on a recommendation concerning promotion, tenure, or sabbatical leave will be sent to the faculty member affected by each of the following levels of decision-making after that level has acted on the recommendation: department, college, university. A written notice of merit ratings for pay increment purposes shall be sent to the affected faculty member from the department. All such notices shall contain pertinent

information regarding the opportunities for and regulations governing requests for reconsideration or appeal.

5.1.7 Non-tenured faculty in tenure-track positions shall be entitled to receive annually a written evaluation of their progress toward the achievement of tenure. A copy of each such annual report shall be forwarded to the appropriate college dean.

5.1.8 Appeals of personnel recommendations and alleged violations of policy or procedure shall be restricted to the level above the level at which the appealed recommendation was made. All appeals shall be filed by 14 days from the date of notification of the affected faculty member.

5.2 University Criteria for Arriving at Personnel Decisions

5.2.1 General Criteria for Arriving at Personnel Decisions

5.2.1.1 Recommendations concerning promotion, tenure, retention, and salary should reflect careful evaluation of: (1) effectiveness in teaching or, for library faculty, in librarianship, (2) scholarly contribution, including research, artistry, and any external peer evaluation of research and artistry, and (3) service to the university community and profession. Recommendations should be based only upon the professional performance of the faculty member. Utmost care must be exercised by all individuals and bodies making personnel recommendations to exclude possible prejudice concerning such matters as sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance.

5.2.1.2 The reason the university exists is to serve society by encouraging learning. In order to do this most effectively, it must focus its activities on all of learning-the discovery, transmission, and application of knowledge.

5.2.1.3 Effectiveness in teaching is a significant aspect of a faculty member's professional performance. For library faculty, effective librarianship is the criterion equivalent to effective teaching for other faculty members. Where a library faculty member's assignment involves teaching regularly scheduled classes, that teaching shall be evaluated.

5.2.1.4 Scholarly inquiry and research and artistic production are an integral component of the university and are indispensable in insuring the vitality of the entire instructional, research, and artistic programs of the university. To be an effective teacher, a faculty member needs to engage in related scholarly (research and artistic) activities designed to insure continued currency and familiarity with the academic discipline and field of specialization in which the teaching occurs.

5.2.1.5 Professionally-oriented public service activities are an important part of the university's obligations, particularly as they relate to its central mission: the service of society through the promotion of learning. Such activities enable scholars to test new insights. They expand the experiences, knowledge, and professional competence of faculty. Public service* thus has a potential parallel to research in its capacity to enrich teaching or librarianship and as such should be given adequate recognition in the evaluation of faculty.

*The term, public services, does not exclude professionally-oriented activities in the private sector of society. It refers, rather, to scholarly activities other than those of an instructional or research nature in which the academics are invited to participate because of their scholarly expertise which involve, directly and explicitly, their professional competencies, which are not related to their personal membership in religious, civic or community organizations, and which do contribute directly to growth in their scholarly competencies. Colleges and departments should define public service activities which are appropriate for their particular scholarly competencies.

5.2.1.6 Criteria Upon Which Personnel Decisions Are Appropriately Based Include:

(A) Effectiveness in teaching or librarianship:

1. Teaching

(a) Command of subject matter.
(b) Skill in presenting material.
(c) Respect for the student as a co-learner.
(d) Effectiveness in creating an atmosphere that will encourage and facilitate students' efforts to learn and strengthen their capacities for valid reasoning and independent thought.
(e) Openness in the examination of a variety of views and tolerance for the expression of different views.
(f) Fairness and skill in evaluating student performance.
(g) Acceptance of responsibility for assessing and improving effectiveness as a teacher.
(h) Acceptance of responsibility for continually updating and improving courses taught.

2. Librarianship

(a) Command of subject matter.
(b) Skill in presenting material in the context of reference service, instruction, bibliographic control, or collection development.
(c) Respect for users of library resources.
(d) Effectiveness in creating an atmosphere that will encourage and

facilitate the library clientele's efforts to learn and strengthen their capacities for valid reasoning and independent thought.
(e) Openness in the examination of a variety of views and tolerance for the expression of different views.
(f) Fairness and skill in evaluating the needs of library users.
(g) Acceptance of responsibility for assessing and improving effectiveness as a librarian.
(h) Acceptance of responsibility for continually updating and improving the library's collection, access to information, and the services extended to its clientele.

(B) Scholarly Performance and Achievement:

1. Success in keeping up-to-date in the field of scholarly competence.

2. Quality of scholarly or creative productivity.

(C) Service to the University Community and Profession:

1. Service to the department, college, and university through the competent performance of committee and other assignments or activities, including academic advisement, mentoring, faculty advisement to student organizations, and other student-oriented service.

2. Performance in facilitating the work and advancing the mission of the department, college, and university.

3. Service to professional societies and groups.

4. Quality of professionally-oriented public service activities.

5. Service to department, college, and university is an integral and expected part of university membership. Hence, it should be accorded appropriate credit in annual merit evaluations, especially when it is of an extraordinary nature. However, for purposes of tenure, promotion, or sabbatical leave, it should be accorded significantly less importance than effectiveness in teaching and scholarly achievement.

5.3 University Criteria for Promotion

5.3.1 Beyond the Board of Trustees' minimum requirements for the various academic ranks, individuals being recommended for promotion should meet the following criteria:

5.3.1.1 Teaching or Librarianship Effectiveness
Individuals teaching regularly scheduled classes being recommended for promotion must have demonstrated successful teaching and show continuing concern for critical assessment and improvement of their teaching. Library faculty being recommended for promotion must have demonstrated successful librarianship and show continuing concern for critical assessment and improvement of their librarianship. In considering individuals for promotion to associate professor, which recommendation normally will be accompanied by a recommendation for tenure, particular care should be given to assessing effectiveness of teaching or librarianship. Individuals being recommended for promotion to the rank of professor should present a continued record of successful teaching or librarianship.

5.3.1.2 Department, College, and University Service
Individuals being recommended for promotion must have given evidence of an ability and willingness to work cooperatively with colleagues in efforts to support and improve the programs of the department, college, and university.

5.3.1.3 Scholarly and Professional Achievement

(A) Promotion to rank of assistant professor: Promise, as demonstrated by an earned doctorate or similar educational or professional accomplishment, of an ability for leadership in the faculty member's scholarly or creative field.

(B) Promotion to rank of associate professor: Ordinarily, evidence that the faculty member is in the process of achieving professional recognition among leaders in the individual's discipline through scholarly publications, papers presented at professional meetings, artistic achievements, or other forms of scholarly activity. Professional public service may be judged as contributing to professional recognition, but it does not substitute for evidence of scholarly achievement in research or artistry.

(C) Promotion to rank of professor: Evidence that the faculty member has achieved significant professional recognition among other leaders in the individual's discipline through publications, papers presented at professional meetings, artistic achievements, public service related to the discipline, or other forms of scholarly activity. Professional public service* may be judged as contributing to professional recognition, but it does not substitute for evidence of scholarly achievement in research or artistry.

5.3.2 Realistically, it is not expected that, to be eligible for promotion, a faculty member will have demonstrated outstanding achievement in all of these areas. In all cases, however, a recommendation for promotion will require a demonstrated ability in teaching or, for library faculty, librarianship plus clear evidence of continued professional growth

and activity in scholarship and service. Those making recommendations for promotions in rank should bear in mind that maintenance of the integrity of the academic ranks at Northern Illinois University requires that the standards for promotion be comparable to those institutions to which Northern Illinois University wishes to be compared.

5.3.3 A faculty member on joint appointment will have the teaching and/or librarianship, scholarship, and service expectations specified in the Memorandum of Understanding provided at the time of the initial appointment. These expectations must not exceed the overall requirements for faculty members not on joint appointment.

5.3.4 Time in Rank for Promotion to the Ranks of Associate Professor and Professor

Promotion from assistant to associate professor will not be recommended until an individual has served at the lower rank, at this and other institutions of higher education, for a total of six years, except in the instance of extraordinary circumstances or an extraordinary record of achievement. Likewise, promotion from associate professor to professor will not be recommended until the individual has served at the rank of associate professor, at this and other institutions of higher education, for a total of six years, except in the instance of extraordinary circumstances or an extraordinary record of achievement. Each college shall establish criteria to be used in identifying those circumstances and records of achievement deemed "extraordinary."

5.4 University Criteria for Tenure

The decision to recommend a faculty member for a tenure appointment is the most critical decision made by an academic department, a college, and the university. Each department has the responsibility of building the most capable faculty possible within its means. The process of building a strong faculty involves not only the recruitment of the most promising candidates available, but also the critical evaluation of their teaching or librarianship, scholarship and service to the university community and to their profession during their probationary period. Decisions on tenure substantially determine the quality of teaching, librarianship, scholarship, academic counseling, and creative planning available to the department, college, and university. Accordingly, a recommendation for tenure is justified only for those faculty members who have demonstrated to the satisfaction of appropriate faculty bodies and administrative officers that they are fully qualified to discharge their responsibilities in advancing the mission of the department, college, and university on a long-term basis as a teacher-scholar.

Ordinarily, the criteria for tenure are similar to those for promotion to the rank of associate professor. Only in unusual circumstances should tenure be recommended for assistant professors without the concurrent recommendation for promotion to associate professor.

A faculty member on joint appointment will have the tenure criteria and procedures specified in the Memorandum of Understanding provided at the time of the initial appointment. These expectations must not exceed the overall requirements for faculty members not on joint appointment. The procedures must specify how recommendations at the unit and college levels will be made and how "agreement at the department and college level" (in the sense of Article 6.3.4.1) is to be defined.

~~Faculty members on non-tenure appointment must recognize that their appointments are probationary. During this probationary period, it is their obligation to establish that they are qualified for a tenure appointment.~~

~~Each faculty personnel committee and chair shall have procedures for the annual evaluation of the cumulative progress toward tenure of all probationary faculty members and for communicating the results of such evaluations to them. The criteria to be used for the evaluation shall be those guidelines for tenure most recently published by the academic unit in which the applicant holds a tenure-track appointment. The results of the annual evaluation shall be shared with the faculty member in writing as well as in personal consultation with the academic unit's chief administrative officer. The written evaluation may be composed by either the personnel committee or the chief administrative officer or both working together. If the personnel committee and the chief administrative officer agree on the report, both shall sign it. If they disagree, two written reports shall be shared with the faculty member and placed in the faculty member's file. This procedure shall be followed in all required evaluation reports: ordinary annual reviews done at the time of recruitment of faculty for whom tenure may be awarded in fewer than five years, and the formal and particularly thorough evaluation done once for each faculty member on a five-, six-, or seven-year tenure track.~~

~~In the case of a faculty member on a seven-year tenure track, the evaluation in the third year shall be a formal and particularly thorough cumulative review which shall be conducted in the spring of that year by the personnel committee and chief academic officer of the academic unit in which the person being evaluated holds an academic appointment. A statement shall be appended to this evaluation which specifies the academic unit's anticipated long-term need for the position held by the probationary faculty member. This evaluation shall be shared with the concerned probationary faculty member and, where the academic unit involved is an academic department, with the appropriate college dean.~~

~~For faculty members on a four-year tenure track, it is expected that, at the time of recruitment, their previous professional performance shall be subject to an evaluation by the faculty personnel committee and the chair using the same criteria and expected level of performance as applied to those in the third year of a seven-year tenure track.~~

~~For faculty members on a five- or six-year tenure track, it is expected that at least one year before their evaluation for tenure, at a time agreed upon at the time of recruitment, a particularly thorough and formal cumulative evaluation of the progress toward tenure shall be conducted. It is further expected that, at the time of recruitment, their previous professional performance shall be subject to an evaluation by the faculty personnel committee and the chair using the same criteria and expected level of performance as applied to those in the third year of a seven-year tenure track.~~

~~A probationary faculty member who feels that an annual evaluation is unfair, inadequate, or otherwise inconsistent with the relevant published guidelines for achieving tenure may place a written response to the evaluation in the personnel files maintained on that faculty member by appropriate university offices. However, the annual evaluation of progress toward tenure of a probationary faculty member shall not itself be subject to the personnel appeal process.~~

5.5 Non-reappointment of University Probationary Faculty

A decision not to renew an appointment of a probationary faculty member may be made at any time during the probationary period. Adequate notice, as required by the Board of Trustees Governance Documents, must be given in the case of a decision not to reappoint. If requested, reasons, in writing, for non-reappointment should be given; however, it is clearly understood that this is a courtesy to the faculty member and that the department is not obligated to prefer charges nor to provide evidence of a juridical nature except when the reason(s) for non-reappointment entails allegations of unprofessional or unethical behavior.

5.6 Faculty and University Discretion

Nothing in this article or in these bylaws, including the results of periodic reviews of tenure status as reported to probationary faculty in accordance with the provisions of this article, should be construed to create any contractual entitlement to tenure.

Article 5.4 amendment approved by University Council 05/01/2013.

ARTICLE 6:
GENERAL PERSONNEL PROCEDURES

The procedures described below provide a mechanism whereby the objectives of the personnel process can be met. They do not insure those objectives, since any set of procedures must be effectively administered in order to produce the desired results. Furthermore, they do not, and cannot, foresee all possible circumstances that may arise in the evaluation of faculty members for personnel decisions. Hence, these procedures must be supplemented by the detailed procedural and policy statements of departments, colleges, and the University Council Personnel Committee. The following statement sets forth the principles and procedures to be followed in the future development of the academic personnel process.

6.1 General Personnel Procedures

In addition to the personnel procedures stipulated in the personnel principles set forth in Section 5.1 of these bylaws, the following procedures shall also be faithfully followed:

6.1.1 On-campus recommendations regarding promotion in rank, tenure status, and sabbatical leave shall be completed during the fall semester of each academic year for the following academic year. Exceptions shall be permitted only for recommendations on which an appeal or request for reconsideration has been filed.

6.1.2 Annual faculty merit ratings and recommendations regarding salary increments for the following academic year shall be started and completed during the spring semester of each academic year for faculty service and accomplishments during the previous calendar year of service. Departments, at their option, may choose to base such evaluations upon a "rolling average" of the two or three previous calendar years of service. Each department shall inform its faculty about which method of calculation is to be used prior to the start of the period to be evaluated.

6.1.3 All faculty salary adjustments require faculty involvement in decision making. The ordinary salary increment process depends on faculty merit ratings and recommendations (Bylaws 6.1.2) under policies created in accordance with Bylaws 2.4.2.2.

6.1.4 The selection process for the chair of each personnel committee at the department, college, or university level shall be specified in the appropriate policies or bylaws of the academic unit involved. When such committees are formulating recommendations regarding merit evaluation, salary increments, promotion, tenure, or sabbatical leaves, the academic unit's administrative officer (chair, dean, executive vice president and provost) shall be a nonvoting, ex officio member of the committee.

6.1.5 When both the department personnel committee and the department chair agree not to recommend a faculty member for promotion, tenure status, or sabbatical leave, no further consideration is necessary unless the faculty member wishes to file a formal appeal to the college. However, all tenure recommendations in the penultimate year,

whether positive or negative, must be forwarded to the college even though no further action is required at that level.

6.1.6 In any case involving an appeal of a personnel decision (e.g., regarding annual evaluation, tenure, promotion, or sabbatical leave), the members of the body which made the decision being appealed shall be obliged to abstain from voting on the appeal.

6.1.7 Persons in the terminal year (e.g., denied tenure, resigning, or dismissed for cause) may participate in discussion of personnel matters to be effectuated after their departure from the university but shall not vote on such matters, unless either general policy or a specific motion inviting them to vote shall have been approved by the department faculty. This policy does not apply to retiring faculty.

6.1.8 It is preferable that all members of the departmental personnel committee or the appropriate college faculty committee in colleges without academic departments be tenured. If there be non-tenured members, they shall not be a majority and they shall neither participate nor vote on evaluations for, or recommendations regarding, tenure.

6.1.9 Under the Board of Trustees Regulations, time on total or partial leave does not count toward tenure unless it is agreed before the leave begins that it will count. When continuing but not yet tenured faculty go on total or partial leaves of absence, whether or not the time on leave is to count in the years-to-tenure, such total or partial leave may not continue for more than one year without the approval of both the department personnel committee and department chair, or in colleges without departments, the college personnel committee and dean. Ordinarily, the maximum extension of the tenure track achieved by total or partial leaves of absence shall not exceed two years.

6.2 Personnel Procedures at the Department Level

Academic departments bear the principal responsibility for evaluating the professional competence and achievements of their faculty members.

6.2.1 Departments shall provide faculty members with statements of criteria and policies for various personnel actions, the types of evidence to be evaluated, the procedures to be followed in making personnel recommendations including provisions for student participation in the personnel process and dates for compliance. Each departmental statement shall be submitted to the appropriate college where it must be reviewed and approved before it is disseminated or implemented. Each new faculty member, appointed on a regular faculty contract, shall be given a copy of these and all other pertinent college and university personnel policies when employed.

6.2.2 A faculty member on a joint appointment between units will receive, at the time of appointment, a Memorandum of Understanding, prepared by the units and endorsed by the dean(s) to whom they report, specifying the conditions of the appointment, including the responsibilities to and support from each unit and the teaching, scholarship, and service expectations of the individual. This Memorandum of Understanding may be amended at any time by agreement of all concerned parties. A person on joint

~~appointment shall not be disenfranchised from the university governance system because of that appointment.~~

~~**6.2.3** Departments shall make personnel recommendations on the basis of department, college and university guidelines and policies.~~

~~**6.2.4** As a part of its regular personnel procedure, each department shall notify faculty members of recommendations affecting them. All faculty members shall be given an opportunity to have each recommendation affecting them reconsidered within the department, prior to its being submitted to the college. Procedures for reconsideration shall be established by each department and approved by the appropriate college. In accordance with college time schedules, departments shall submit recommendations for tenure, promotion, or sabbatical leaves to the deans for review at the college level, making clear any discrepancy that may exist between the recommendations of the department chair and the personnel committee.~~

> ~~**6.2.4.1** When the department personnel committee and the department chair agree to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that recommendation shall be prepared and discussed by the committee and the chair and the recommendation and commentary shall be submitted to the college for review.~~
>
> ~~**6.2.4.2** When the department personnel committee and the department chair agree not to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that decision shall be prepared and discussed by the committee and the chair and concurrently submitted to the college, and the faculty member shall be entitled to appeal that decision to the college in accordance with the provisions set forth in Article 7 of these bylaws. That appeal shall constitute the faculty member's right to appeal to the "level above the level at which the appealed recommendation was made" under Section 5.1.6 of these bylaws.~~
>
> ~~**6.2.4.3** When the department personnel committee and the department chair disagree on a recommendation of a faculty member for tenure, promotion, or sabbatical leave, the committee and the chair shall each prepare a separate written statement supporting their respective recommendations and shall share and discuss those statements with each other before submitting them to the college for review.~~

~~**6.2.5 Merit Ratings of Persons Who Have Been on Leave**~~

> ~~**6.2.5.1 Sabbatical Leaves**~~
> ~~Within 30 days after return to regular duties, each person who has been on leave shall present to the department chair, department personnel committee, and the executive vice president and provost's office a report of personal professional activities during the leave. The report shall describe the activities undertaken~~

during the leave and the scholarly or other creative results of those activities. If this report reflects significant professional activity, the department personnel committee will award a merit rating which will be at least an average of that person's merit rating for the previous three years. If the report reflects inadequate professional activity, the merit rating may be lower.

When a faculty member is on leave for less than the whole evaluation period, the regular merit evaluation process will be used for that portion of the evaluation period during which the faculty member was not on leave. When the sabbatical leave occurs late in the evaluation period, care shall be taken to obtain the faculty member's service report before the leave begins. If a faculty member's leave begins in one evaluation period and continues into another, so that a merit rating must be given before the sabbatical report is due, the faculty member's rating for the first portion of the time on leave shall be either the average of that person's merit rating for the previous three years or that person's merit rating for the portion of the evaluation period for which the faculty member was not on leave, whichever is higher. The merit rating for the evaluation period during which the second portion of the leave occurs shall be determined in accordance with the first paragraph of this Bylaw.

6.2.5.2 Leaves Without Pay

When a faculty member returns from leave without pay, the sabbatical rules shall apply if the individual has been engaged in professional activities. In other instances, the individual shall be assured at least the lowest merit rating earned by that individual in the preceding three years unless the dean of the college, at the time the leave was approved, specified that there would be no increment for the leave year.

6.2.5.3 Sick Leaves

When a faculty member returns from extended sick leave or disability leave, the dean and the department chair, in consultation with the department personnel committee, shall make a recommendation to the executive vice president and provost as to an appropriate salary adjustment.

6.2.6 Merit Ratings for Persons with Multiple Appointments

An individual with an appointment in more than one campus unit which involves some salary payment from the budget of each such unit shall be evaluated separately for each appointment by each unit in which a salaried appointment is held.

The evaluators in each unit shall take into consideration the proportional amount of time allocated by the individual's official notification. An overall merit rating, which shall be assigned by the lowest level academic administrator with supervisory responsibility for all of the academic units participating in the multiple assignment, shall be a composite of the individual ratings for each assigned role and shall reflect the proportional amount of time allocated to each unit by the individual's official notification. An individual's annual

incremental dollars shall reflect the person's merit rating and shall be commensurate to the incremental dollars assigned to the same rating in the unit of origin.

6.3 Personnel Procedures at the College Level

The college has two types of responsibilities in the personnel process. It establishes academic standards and procedures for the college as a whole, and it ensures that departments conform to them as well as to their own established standards and procedures. While each department bears the principal responsibility for evaluating the professional competence of its own faculty members, the college must be satisfied that such evaluations are in accordance with high academic standards in each discipline and with college policies. The college retains the authority to reject a department recommendation if the college is not persuaded of its validity.

6.3.1 The college personnel committee shall provide departments and faculty members with college criteria and current policies for various personnel actions, the types of evidence to be evaluated, and the dates for compliance. College statements shall be submitted to the University Council Personnel Committee where each must be reviewed and approved before it is implemented.

6.3.2 The college personnel committee shall review all department personnel recommendations to insure (1) that appropriate professional standards of evaluation have been applied; and (2) that college guidelines, policies, and appropriate procedures have been followed.

If, on the basis of the evidence submitted by a department, the college is not persuaded that an individual recommendation should be approved, the college shall return the recommendation to the department for reassessment, with a statement of reasons in writing. A copy of the statement shall be made available to the individual involved. In consultation with the individual, the department may respond to the college statement and resubmit its recommendation if it wishes to do so. Where a decision involves the professional competence or achievements of an individual faculty member, the department's judgment shall be overridden only on the basis of substantial evidence that inadequate professional standards of evaluation were applied by the department. The college shall determine how such evidence is to be obtained and evaluated.

6.3.3 Where noncompliance with college policies and standards persists after reassessment by the department, the college council shall deny the recommendation and take steps to bring the department into conformance with college policies and standards.

6.3.4 The college shall forward its recommendations for tenure, promotion, or sabbatical leave to the executive vice president and provost for review at the university level, along with supporting evidence and appropriate aggregate data, making clear any disagreements that may exist between the recommendations of the dean and the college council.

6.3.4.1 Decisions not to recommend tenure, promotion in rank, or sabbatical leave shall be forwarded by the executive vice president and provost to the University

Council Personnel Committee for review and action on the university level only if there has not been agreement on the decision at the department and college levels. Agreement at the department and college level shall be considered to exist when the college personnel committee, the college dean, and either the department personnel committee or the department chair are in agreement. When there has been such agreement, those decisions shall be forwarded by the executive vice president and provost to the University Council Personnel Committee only for information purposes. For recommendations to grant early tenure or early promotion in rank, the executive vice president and provost may seek the advice, but not formal action, of the University Council Personnel Committee concerning the required justification of extraordinary circumstances or an extraordinary record of achievement.

6.3.4.2 When the college council and dean agree to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that recommendation shall be prepared and discussed by the council and the dean, the recommendation and commentary shall be submitted to the executive vice president and provost, and that officer shall forward it to the University Council Personnel Committee only for information purposes.

6.3.4.3 When the college council and the dean agree not to recommend a faculty member for tenure, promotion, or sabbatical leave, and when that faculty member had been recommended for the tenure, promotion, or sabbatical leave by the department personnel committee, the department chair, or both, the council and dean shall prepare and discuss written comments in support of their decision, and, the faculty member shall be entitled to appeal that decision to the university in accordance with the provisions set forth in article 7 of these bylaws.

6.3.4.4 When the college council and the dean disagree on a recommendation of a faculty member for tenure, promotion, or sabbatical leave, the council and the dean shall each prepare a separate written statement supporting their respective recommendations and shall share and discuss those statements with each other before submitting them to the executive vice president and provost for review at the university level.

6.4 Personnel Procedures at the University Level

Like the colleges, the university, through its University Council Personnel Committee, has two types of personnel responsibilities. The University Council Personnel Committee establishes, in conjunction with the University Council, personnel policies, standards, and criteria affecting the entire faculty; it ensures that colleges carry out their responsibilities effectively and equitably. A major part of its effort should be directed toward studying major personnel issues of general importance to the university, and proposing policy initiatives and changes to the University Council. Normally, the committee is not involved in the professional evaluation of individual faculty members, nor in assessing the procedures and standards used by departments in personnel decisions. However, it retains responsibility for ensuring that the colleges conduct the personnel process with a high degree of professionalism and equity. As part of this responsibility, the

~~University Council Personnel Committee has the authority to overrule a college personnel recommendation when the committee concludes that such an action is necessary to maintain high standards of academic excellence.~~

~~**6.4.1** The University Council Personnel Committee shall provide colleges and the faculty with university criteria, current policies, and compliance dates for various personnel actions, and shall approve statements of college criteria, policies, and procedures.~~

~~**6.4.2** The executive vice president and provost shall give to the University Council Personnel Committee for review, and the University Council Personnel Committee shall review, only those personnel recommendations specified in Sections 2.3.2.7, 2.3.2.8, and 6.3.4 of these bylaws. The executive vice president and provost shall submit a summary report on all other college personnel recommendations to the University Council Personnel Committee for the committee's information.~~

~~**6.4.3** Where the University Council Personnel Committee reviews a college recommendation and concludes that it does not conform to university standards, policies, or criteria, the recommendation shall be returned to the college for reassessment with an explanation in writing. The college may consult with any department or individual involved, and may alter its recommendation or resubmit it with additional explanation or evidence, if it wishes to do so.~~

~~**6.4.4** Where noncompliance with university standards, policies, or criteria persists after reassessment by a college, the University Council Personnel Committee shall deny the recommendation, and take steps to bring the college into conformance with university standards.~~

~~**6.4.5** The executive vice president and provost shall submit to the president the personnel recommendations of the University Council Personnel Committee on cases which it heard pursuant to section 6.4.2 above, the executive vice president and provost's own recommendation on such cases, and all other personnel recommendations submitted by the colleges.~~

~~**6.4.6** The University Council Personnel Committee shall submit an annual personnel report to the University Council.~~

ARTICLE 7:
APPEAL PROCEDURES FOR PERSONNEL DECISIONS

The regular personnel process provides two means by which disagreements over the personnel recommendations described in Article 6 of these bylaws may be resolved through informal consultation and negotiation: the re-consideration procedure on the department level, and the reassessment procedure on both the department and college levels, through which additional evidence may be adduced prior to a final department or college decision on an individual recommendation. It is intended that these procedures provide a means whereby disagreements over personnel recommendations may be resolved, whenever possible, without resort to formal appeal procedures.

Where disagreements are not resolved in this way, any party involved may initiate a formal appeal. The principal objectives of the appeal process are twofold: to provide for consideration of allegations by a faculty member who claims to have been unfairly or inadequately evaluated, or for a department or college which alleges inappropriate actions by higher level committees; and to identify deficiencies in department and college procedures, standards, and policies, so that they can be corrected.

In general, appeal procedures correspond to the jurisdiction appropriate to each level in the personnel process. Thus, appeals to the college are based on actions by departments, and appeals to the university are based upon actions by colleges, except for cases of university-wide concern (described below in section 7.2.1.3). Appeals to the next level shall be reviewed only after consideration and appeal procedures have been exhausted at the lower level. Except for appeals involving issues described under section 7.2.1.3, the right and opportunity for appeal shall extend only to appeals made to the decision level immediately above the level at which the appealed decision originated.

7.1 Appeals at the College Level

7.1.1 Colleges shall entertain appeals, on appropriate grounds, against department recommendations, or against the failure of departments to make recommendations which individuals feel are merited.

7.1.2 Appeals, which must be filed within 10 working days of notification of the appellant of the appealed action, shall be based on one (or more) of the following general grounds:

7.1.2.1 That inappropriate procedures were followed by a department;

7.1.2.2 That insufficient or inappropriate criteria or evidence were used in arriving at a department recommendation;

7.1.2.3 That other circumstances exist which the college considers a legitimate basis for an appeal. (However, where an appellant alleges actions of the types

described under Section 7.2.1.3 the appellant shall address the appeal directly to the University Council Personnel Committee.)

7.1.3 Appeal statements shall be in writing and shall set forth the specific grounds for appeal and all pertinent evidence. In all appeals of a department action, the department shall have an opportunity to respond prior to a decision by the college. Likewise, the appellant shall be informed of the department statement and shall have an opportunity to respond to it.

7.1.4 As in the regular personnel process, where a decision involves the professional competence or achievements of an individual faculty member, the department's judgment shall be overridden only on the basis of substantial evidence that inadequate or inappropriate professional standards or evidence were used by the department. The college shall determine how such evidence is to be obtained and evaluated.

7.1.5 Where an appeal against a department decision is sustained, and if the deficiencies persist, the college shall take steps to correct whatever deficiency in department procedures or standards gave rise to the original decision.

7.2 Appeals at the University Level

7.2.1 The University Council Personnel Committee is principally concerned with college-wide personnel standards and procedures, and with policy matters affecting the entire university faculty. It is not involved in the professional evaluation of individual faculty members, except for the situations listed in Sections 2.3.2.7 and 2.3.2.8 of these bylaws. In addition, the University Council Personnel Committee shall entertain appeals only when it finds clear, unambiguous, and pressing reason to do so on the following grounds:

7.2.1.1 Where the procedures, standards, or policies of a college are alleged, by an individual or a department, to be unfair or inappropriate;

7.2.1.2 Where a college is alleged not to have protected a faculty member from departmental failure to adhere to specific procedural requirements set forth in the University Constitution, in these Bylaws, or in the guidelines currently in force in the college and department, and where that failure, in the view of a majority of the University Council Personnel Committee, affected the recommendations made to the extent that, had the violations not occurred, there might not have been agreement as defined in Section 6.3.4.1 of the Bylaws. In such cases, the University Council Personnel Committee's review of the appeal shall be limited to the procedural questions raised by the appellant and shall not extend to the substantive issues involved in the personnel decision. If the University Council Personnel Committee finds for the appellant in such a review, it shall report its finding to the executive vice president and provost and return the matter to the college and department involved, together with a written statement describing the issues, the evidence, the committee's finding, and the reasons for that finding, and direct the college and department to take appropriate remedial action. Where the

UCPC finds that egregious procedural errors have been sufficiently substantial to preclude fair action in the college and department on the action or recommendation appealed from, the UCPC may recommend to the executive vice president and provost, without returning the case to the college and department, the action originally sought by the appellant;

7.2.1.3 Where an agency or individual within the university is alleged to have discriminated against a faculty member during the personnel process on the basis of sex, race, national origin, marital status, age, color, political views or affiliations, religious views or affiliations, sexual orientation, handicapped status, or other such factor unrelated to professional performance;

7.2.1.4 Where a faculty member alleges that an agency or individual within the university has infringed upon the faculty member's academic freedom.

7.2.2 Appeals to the University Council Personnel Committee shall be filed no later than 10 working days after notification to the appellant of the appealable action. Appeal statements shall be in writing and shall set forth the specific grounds for the appeal along with all pertinent evidence. Before accepting an appeal, the University Council Personnel Committee shall make an inquiry to determine whether the grounds are sufficient to justify an appeal at the university level.

7.2.3 When accepted, appeals of types 7.2.1.1 and 7.2.1.2 will be heard by the University Council Personnel Committee. Appeals of type 7.2.1.3 will be heard by a special hearing board established in accordance with section 7.2.5 of these bylaws. Appeals of type 7.2.1.4 will be heard in accordance with the procedures set forth in section 10.1 of these bylaws. All parties to the dispute shall have a right to be heard.

7.2.4 Where a department or college persists in its use of inappropriate procedures or inadequate standards, the committee on the next higher level may recommend appropriate sanctions to be imposed by the chief administrator on that lower level.

7.2.5 Special Hearing Board for Appeals Filed Under Section 7.2.1.3: The appeal procedures of the university policies and regulations regarding the personnel process provide that appeals at the university level which involve an allegation of discrimination on the basis of sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance shall be heard by a special hearing board established in accordance with university policy. This hearing board shall be available to any faculty or administrative employee with the exception of operating staff, whose appeals are conducted under civil service provisions.

7.2.5.1 Membership: The Hearing Board shall consist of 15 faculty and administrative employees to be selected at the beginning of each academic year by the University Council Personnel Committee from a list of names, five names submitted by each of the respective college personnel bodies and five from the

supportive professional staff. Within the 15 members, there may be persons who have had prior involvement in a case brought to the board who would wish to disqualify themselves from participation in the hearing of that case. Either party may request the disqualification of any member(s) of the Hearing Board on the grounds of conflict of interest. Those members of the board not challenged shall determine the validity of a challenge. In the event that more than five members of the board are disqualified, the University Council Personnel Committee shall name additional member(s) - from the original individuals nominated - to insure a minimum of 10 members of the board hearing any given appeal. Women and members of minority groups shall be represented on the Hearing Board. Consequently, in nominating individuals for the Hearing Board, the college personnel committees and other groups shall endeavor to insure that women and minority groups are appropriately represented. The chair of the Hearing Board shall be selected by the membership of the Hearing Board. The chair should be a member of the university community with appropriate qualifications or experience in this capacity. If the chair is selected from among the membership of the board, the chair shall have a vote. The Hearing Board may consult with the director of the office of Affirmative Action and the university general counsel on questions relating to federal and state laws regarding affirmative action, university regulations and policies relating to affirmative action, and procedural requirements applicable to the board's work.

7.2.5.2 Cases to be Considered: Appeals involving allegations of discrimination on the basis of sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance received by the University Council Personnel committee shall be referred to the Hearing Board with a notice to the office of Affirmative Action. Also, the office of Affirmative Action may refer grievances involving allegations of discrimination filed with that office to the Hearing Board. In all cases the allegation must be forwarded in written form over the signature of the person making the appeal. When an appeal is forwarded to it, the Hearing Board shall first make an inquiry to determine whether there are sufficient grounds to justify a hearing. In all cases where a judgment of insufficient grounds is rendered, the Hearing Board shall report this to the University Council Personnel Committee and provide the complainant and the Affirmative Action office with a summary of the judgment rendered. When an appeal or grievance is found to have sufficient grounds to warrant a hearing, the Hearing Board shall schedule a hearing.

7.2.5.3 The Hearing: The Hearing Board shall provide opportunities for all parties to the dispute to be heard. All parties shall be allowed to have observers (not to exceed three for each party) and each may choose a faculty or administrative employee as a representative. The executive vice president and provost or an Affirmative Action officer shall, if requested by the complainant, assist the complainant in finding a suitable representative. No party to the dispute shall be accompanied by, or be represented by, general counsel. The Hearing Board shall

act as a fact-finding body with the right to call witnesses, ask questions, hear evidence presented by both parties, and examine university documents pertaining to the case. At the hearing, either party or a party's representative shall have the right to call witnesses, to ask questions of all witnesses, and to examine university documents pertaining to the case and evidence submitted to the Hearing Board. If a dispute should arise over access to, or relevance of documents or information, the University Council Personnel Committee shall review the material, along with any recommendations the Hearing Board may wish to make as to its relevance, and determine whether the information shall be released to the concerned parties. The Hearing Board shall base its decision exclusively on information presented during the course of the hearing and thereby available to all concerned parties. Reasonable provision shall be made for university employees to appear as witnesses or representatives at the hearing on behalf of either party without loss of pay. A transcript of the hearing shall be kept and be made available to all persons involved in the dispute. The chair shall make and enforce such rules for the conduct of the hearing that provide for an orderly and fair hearing for all parties. The recommendation of a majority of the Hearing Board present and voting shall be the decision of the Hearing Board. This recommendation, along with the rationale for the recommendation, shall be forwarded to the president, to all parties involved in the appeal or grievance, to the office of Affirmative Action, and to the University Council Personnel Committee within seven (7) days after the closing of the hearing. If no recommendation is made by a majority of the Hearing Board, the recommendations and rationale of each faction shall be forwarded to the president and others as indicated above.

7.3 Due Process

This section provides principles and procedures for the resolution of questions resulting from the dismissal for cause of a tenured member of the faculty, or from the dismissal for cause of a non-tenured member of the faculty before the expiration of that faculty member's contract period. These principles and procedures do not apply to probationary tenure-track faculty members whose contracts are not renewed or expire during or at the end of their probationary period, or to temporary faculty members whose appointments are not renewed at the end of their contract period.

7.3.1 Statement of Principles

7.3.1.1 Established and orderly procedures insuring fairness afford the best protection of the rights and welfare of both the faculty member and the university. Such procedures are also indispensable for safeguarding the public interest in the integrity of the university as a center of higher learning.

7.3.1.2 If it is recommended that a tenured member of the faculty be dismissed for cause, or that a non-tenured member of the faculty be dismissed before the expiration of the contract period, the burden of proof that such action is justified shall be satisfied only by clear and convincing evidence in the record considered as a whole.

7.3.1.3 Adequate cause for dismissal must be related, directly and substantially, to the fitness of the faculty member in the member's professional capacity as teacher, scholar, or colleague. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or of their rights as American citizens.

7.3.2 Statement of Procedures

A faculty member recommended for dismissal shall be guaranteed academic due process in accordance with the following procedures:

(A) Step 1: Informal Efforts at Conciliation

It is appropriate for the university, including the interested personnel committees at the department and college levels and the appropriate officers of academic administration, to seek to resolve differences without recourse to a formal hearing. In an effort to secure such resolution, both the university administration and the faculty member should consider inviting the assistance of additional parties. In informal discussions involving the faculty member and representatives of the university, the faculty member shall have the right to be accompanied by an academic adviser of the faculty member's choice. Since these discussions look toward conciliation, no transcript or recording shall be made of such meetings. The faculty member may waive informal discussions.

(B) Step 2: Preliminaries to a Hearing

In advance of a hearing in which the university administration will attempt to substantiate charges against a faculty member, the executive vice president and provost shall send the faculty member:

1. A copy of the Board of Trustees Governance Documents, the university constitution and bylaws, and such other statements as may concern the rights of the faculty member;

2. A copy of specific charges against the faculty member;

3. A summary of the principal evidence presented in support of the charge, and a preliminary list of witnesses the university administration plans to call;

4. The names of the members comprising the Hearing Panel;

5. Notice of the date of the hearing, insuring that at least 20 days elapses between the date on which the chair of the Hearing Panel notifies the faculty member of the hearing date and the date of that hearing so that the faculty member can prepare a defense;

6. A formal invitation to attend the hearing and notice of the right to be accompanied to the hearing by an NIU faculty colleague and general

~~counsel. The faculty member shall acknowledge to the executive vice president and provost, in writing, receipt of the notices.~~

~~(C) Step 3: The Hearing~~

~~1. The Hearing Panel from which a hearing committee may be chosen shall comprise 20 members elected by the Faculty Senate by secret ballot. Prior to the balloting, the Elections Committee shall, by lot, select the names of 34 tenured members of the university's faculty from a list containing the names of all such tenured members of the university's faculty except those members holding a university administrative appointment or those on leave. Members of the Hearing Panel shall serve one-year terms and shall be eligible for re-election. When a hearing is to be held, the chair of the Elections Committee of the University Council shall notify the executive vice president and provost and the faculty member concerned of the names of the hearing panel members. Within a week of this notification, the executive vice president and provost and the faculty member concerned shall, at their discretion, exercise no more than three challenges each. Members of the Hearing Panel may, on their own initiative, inform the chair of the Elections Committee that they wish to be removed from the Hearing Panel because they are interested parties connected with the pending case. The chair of the Elections Committee shall convene the remaining members of the Hearing Panel who shall choose by lot a committee of five to conduct the hearing. The hearing committee shall select one of its number as chair.~~

~~2. A hearing shall be closed unless the faculty member requests it to be open; however, the hearing committee may upon its own initiative, or shall in response to a request by the faculty member or the executive vice president and provost, invite one or more educational associations concerned with academic freedom to send a representative as an observer.~~

~~3. The hearing committee shall arrange to have a verbatim record kept of the hearing, and shall make a copy of this record available in identical form and at the same time to the faculty member (without charge) and to the president of the university.~~

~~4, The hearing committee will grant adjournments to enable either party to investigate evidence concerning which the committee deems a valid claim of surprise has been made.~~

~~5. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the executive vice president and provost will, insofar as possible, secure the cooperation of such witnesses and make available necessary documents and other evidence possessed by the university.~~

6. The faculty member and the university will have the right to confront and question all witnesses. Where a particular witness cannot or will not appear, but the committee determines that the interests of justice require admission of that witness's statement, the committee will identify the witness, disclose the statement, and, if possible, provide for written answers by the witness to questions posed by the parties to the dispute.

7, In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this university or other institutions of higher education.

8. The hearing committee will not be bound by strict rules of legal evidence, and may admit any evidence which may be of probative value in determining the issues involved. Every effort shall be made to obtain all such evidence.

9. The findings of fact and the decision will be based solely on the hearing record.

10. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or the university will be avoided so far as possible until the proceedings, including any consideration by the Board of Trustees, have been completed. The president and the faculty member shall be notified of the decision in writing and shall be given a copy of the record of the hearing.

11. If a majority of the hearing committee concludes that adequate cause for dismissal has not been established by the evidence of the record, it will so report to the president. If the president rejects the report, the reasons for the rejection shall be stated in writing to the hearing committee and to the faculty member, and provide an opportunity for response before transmitting the case to the Board of Trustees. If the hearing committee concludes that adequate cause for dismissal has been established but that an academic penalty less than dismissal would be more appropriate, it shall so recommend, with supporting reasons.

(D) Step 4: Appeal to the Board of Trustees

If dismissal or other penalty is recommended, the president shall, on request of the faculty member, transmit the record of the case to the Board of Trustees. If the Board of Trustees agrees to consider the case, the following procedure is recommended. The board's review should be based on the record of the committee hearing, and it should provide opportunity for argument, oral or written or both, by the principals at the hearing or by their representatives. Either the decision of the hearing committee should be sustained, or the proceeding should be returned

~~to the committee with specific objections. The committee should then reconsider, taking into account the stated objections and receiving new evidence if necessary. It is recommended that the Board of Trustees make a final decision only after study of the committee's reconsideration.~~

ARTICLE 8:
SABBATICAL LEAVE POLICY

8.1 The university shall award sabbatical leaves for the purpose of supporting and encouraging scholarship (research or artistry) on the part of individual faculty members in order to strengthen the academic programs of the university.

8.2 The criteria upon which the merit of sabbatical leaves shall be judged shall be the quality of the proposed scholarship, the capacity of the applicant to conduct the work, reports on previous sabbatical leaves by the applicant, and the likelihood of the completion of the proposed project.

8.3 The procedure followed is presented below:

8.3.1 Each applicant for sabbatical leave shall propose a program of scholarship which is capable of being substantially advanced by means of the leave. The applicant shall indicate the nature of the program, its present state of development, and, in some detail, plans for advancing the program during the leave. Documentation may be submitted in support of the application.

8.3.2 Each application shall be submitted through the chair of the department in which the applicant holds rank for review by the department personnel committee. In consultation with the chair, the committee shall (1) evaluate the merit of each sabbatical leave application in the department; (2) if there is more than one such application, rank them in order of merit; and (3) recommend the approval or disapproval of each application, forwarding it through the dean to the appropriate college personnel committee. The chair shall prepare a cover letter to accompany the committee's rankings which explains how the rankings were developed and how the criteria were applied. In the case of multiple applications from the same department/school, the chair/director, in concert with the department personnel committee (and with the dean if necessary), shall determine if sufficient resources are available to reasonable accommodate the absence of all faculty members requesting sabbaticals. Only sabbatical requests that can be reasonable accommodated shall be forwarded to the college personnel committee. Differences of opinion between a majority of the personnel committee and the department chair shall be resolved at the department level whenever possible. Otherwise, they shall be reported in detail to the college personnel committee. The department chair shall notify each applicant, in writing, concerning the committee's recommendation including ranking. A request for reconsideration of the committee's recommendation shall be filed within 14 days of the date of the notification from the chair. They shall be heard within the department in accordance with department policies, prior to the start of the deliberations of the college personnel committee.

8.3.3 Individuals with academic rank in the university libraries or in a college without academic departments shall submit their applications to the personnel committee of their unit. Those leaves which are approved shall be forwarded with accompanying justification to the University Council Personnel Committee. The chief administrative

officer of the unit shall prepare a letter to accompany the committee's rankings which explains how the rankings were developed and how the criteria were applied.

8.3.4 The college personnel committee, in consultation with the dean, shall evaluate the applications from all departments in the college, taking into account department recommendations. The committee shall review any differences of opinion referred to it by the departments and act in accordance with its own best judgment on the dispute. On a college-wide basis, the committee shall rank applications recommended for approval by the department personnel committees. The ranking shall respect, insofar as possible, the rankings provided by the departments and shall be based upon the committee's judgment of the relative scholarly (research or artistry) merit of each project. Any changes in departmental ranking of sabbatical leave applications shall be explained in writing to the affected department and applicants in a timely manner, with specific reason(s) given for the ranking changes. The college dean shall notify each applicant, in writing, concerning the committee's recommendation. Appeals of the committee's recommendation shall be filed within 14 days of the dean's notification; they shall be heard in accordance with the policies of the college, prior to the deliberations of the university-level personnel committee. The college committee, through the dean, shall forward its recommendations to the executive vice president and provost. The dean shall prepare a cover letter to accompany the college recommendations which explains how the rankings were developed and how the criteria were applied. Where differences between a majority of the college personnel committee and the dean are not resolved at the college level, they shall be reported in detail to the University Council Personnel Committee.

8.3.5 Individuals with rank in an academic department, but assigned to more than half-time administrative duties outside the college or department, as well as faculty no-rank persons, may submit a sabbatical proposal for scholarship on a topic appropriate to the applicant's responsibilities and in accordance with the expertise involved in the person's position. Such requests shall be submitted to the personnel committee of the administrative unit involved, or, where no personnel committee exists, to the applicant's immediate supervisor. Those leaves which are approved shall then be forwarded with accompanying justification to the next level until they reach the level of dean or vice president. The sabbatical leave requests should be rank ordered at that level and then submitted through the executive vice president and provost to the University Council Personnel Committee.

8.3.6 Taking into account the recommendations of the appropriate committees, the University Council Personnel Committee, in consultation with the executive vice president and provost, shall evaluate all applications for sabbatical leaves. The committee shall resolve any differences of opinion referred to it. The committee shall combine the rankings of the several colleges, taking care in the process to retain the relative rankings of the applicants from each college. The university rankings shall be based upon the committee's judgment of the relative scholarly merit of each proposal. Taking into account the number of leaves available and its merit-ranking of proposals, the committee shall assign each application to one of three classes: (1) leaves granted, (2) standby leaves, (3) leaves disapproved. Any changes in departmental ranking of sabbatical leave

applications shall be explained in writing to the affected department and applicants in a timely manner, with specific reason(s) given for the ranking changes. The executive vice president and provost shall notify each applicant in writing concerning the University Council Personnel Committee's action. Appeals of the committee's action shall be filed within 14 days of the executive vice president and provost's notification and they shall be heard, and action taken on them, before the committee's action is forwarded to the president by the executive vice president and provost. If an approved leave is declined by a faculty member, the executive vice president and provost shall assign that leave to the highest-ranking applicant on the standby list.

8.4 Sabbatical Policies

8.4.1 Sabbatical leaves shall ordinarily be limited to tenured faculty members and non-temporary supportive professional staff members. Throughout Bylaw 8.4, the term "faculty" shall include both ranked and no-rank (supportive professional staff) faculty, unless specifically specified to the contrary.

8.4.2 Sabbatical leaves shall be granted only in connection with proposed or ongoing programs that promise to enhance the professional competence and improve the professional standing of the faculty member.

8.4.3 Sabbatical leaves ordinarily shall not be granted to a faculty member in order: (a) to revise books designed primarily for use as texts, (b) to retrain or develop competencies primarily for a different professional position; (c) primarily to visit various locations of general, professional, or academic interest; (d) to perform full-time duties at another institution similar to the duties presently performed at NIU; (e) to complete a doctoral or other terminal degree; (f) to carry out formal study at NIU. Sabbatical leaves for a semester at full pay shall not be granted to a faculty member if, during the leave, the faculty member is to undertake full- or part-time employment that is not an integral part of the scholarly purpose of the leave.

8.4.4 Within 30 days following resumption of regular duties at the university, the faculty member shall submit a written report to the department or division chair, to the dean or director, and to the executive vice president and provost, describing the personal scholarly activities during the sabbatical leave. Each report must include a brief statement of the scholarly purpose for which the leave was granted. The report shall become a part of each ranked faculty member's service record for the purpose of merit evaluation as described in Section 6.2.5.1 of the Bylaws, and as a basis for evaluation of subsequent leave requests for all faculty. The departmental personnel committee and the department chair will review the report and indicate whether there is adequate documentation of the completion of work outlined in the sabbatical proposal or its equivalent. This departmental review will be completed during the same semester that the sabbatical report has been submitted. A copy of the review will be sent to the dean and executive vice president and provost's office for incorporation with the report in the faculty member's sabbatical record for consideration in recommendations by the University Council Personnel Committee regarding future sabbatical leave proposals. An individual

granted a sabbatical leave assumes a professional obligation to return to NIU for a period of at least one year subsequent to the leave. At the request of the executive vice president and provost approximately two years after the sabbatical leave, each faculty member will submit a report on the sabbatical outcomes related to research and artistry, teaching, and/or engagement and outreach. This information will be compiled for a report to the NIU Board of Trustees.

8.4.5 Sabbatical leaves shall be for one semester at full pay, or one academic year at half-pay or for equivalent time as agreed among the faculty member, the employing unit(s), and the relevant vice president. Persons on 12-month appointments are also eligible for two consecutive summer sessions at full pay.

8.4.6 Each sabbatical leave application and project shall be considered anew each year.

8.4.7 A first sabbatical leave shall be granted only to a faculty member who will have completed five years of full-time service by the time the leave begins. Full-time service on a temporary appointment shall count toward a sabbatical leave. Periods of time on leaves of absence without pay shall count toward a sabbatical leave provided the University Council Personnel Committee judges the activity associated with that leave without pay to be comparable in professional significance to service as a member of the faculty.

8.4.8 A subsequent sabbatical leave may not begin before a faculty member has completed full-time service for six years (i.e., 72 months) since the end of his or her most recent sabbatical leave.

Article 8.4.4 amendment approved by the University Council on 2/22/2012.

ARTICLE 9:
FACULTY AND SPS PERSONNEL ADVISOR

The Faculty and SPS Personnel Advisor is a resource person whose services are available to any faculty member (ranked or no-rank faculty), administrator, Supportive Professional Staff member, or personnel body in the university. The advisor's role includes such activities as the following:

- To advise faculty and SPS members about the personnel policies and procedures within the university and the courses of action open to faculty and SPS members;
- To advise and assist faculty and SPS members who are experiencing difficulties with the personnel process;
- To advise and assist faculty and SPS members dissatisfied with personnel decisions;
- To observe the workings of the personnel process and to recommend needed changes or clarification;
- And to serve as grievance officer in cases of faculty pursuing the grievance procedure set forth in Section 10.2 of these bylaws.

9.1 Qualifications
The advisor shall be a full-time, tenured faculty member. The advisor shall have had experience with the personnel process at various levels, and be familiar with the administrative structure and operations of the university.

9.2 Conditions of Employment

9.2.1 The advisor shall receive compensation equal to one month of the median salary of all tenured professors each semester and summer session funded through the budget of the University Council.

9.2.2 Secretarial assistance shall be provided.

9.2.3 The advisor may not hold membership on any personnel committee within the university dealing with matters relating to merit evaluations of faculty not holding administrative positions, salary increments, tenure, promotion in rank, or leaves of absence.

9.2.4 The advisor shall receive an initial two-year appointment consisting of eleven months each year, renewable for an additional 11 months. The advisor shall be ineligible for a successive term.

9.2.5 Files generated by the Faculty and SPS Personnel Advisor are the property of the office of the Faculty and SPS Advisor and shall be kept for eight years. Only the Faculty

and SPS Advisor shall have access to the files. After eight years, the files shall be destroyed, except that non-identifying, aggregate data may be kept indefinitely.

9.2.6 The Faculty and SPS Personnel Advisor shall make an annual report which will summarize the activities of the advisor (in such a way as to keep clients' identities anonymous), identify the strengths and weaknesses of the personnel process, and make recommendations for changes in the personnel process. The Faculty and SPS Personnel Advisor Annual Report shall be submitted to the University Council and the Faculty Senate. The FSPSPA Annual Report will be submitted by July 31 of each year.

9.3 Method of Selection

The Faculty and SPS Personnel Advisor shall be elected by the Faculty Senate in the spring for a two-year term to begin at the start of the fall semester.

Article 9.2.1 amendment approved by University Council on 04/09/2008.
Amendment approved by University Council on 04/30/2008.
Amendment to opening paragraph and bullet points approved by University Council on 04/29/2015.

ARTICLE 10:
GRIEVANCE PROCEDURES FOR VIOLATIONS OF ACADEMIC FREEDOM

This article provides opportunities through which faculty members can seek adjudication of allegations of violations of their academic freedom by other members of the university administration, faculty, or staff. Opportunities for adjudication of allegations regarding unfair treatment during the operation of university personnel procedures are provided in Article 7 of these bylaws. Opportunities for adjudication of allegations of discrimination on the basis of sex, race, color, national origin, age, marital status, sexual orientation, handicapped status, religious views or affiliation, political views or affiliation, or other factors unrelated to professional performance are provided under Section 7.2.5 of these bylaws, and may be addressed by the provisions of Article 11 as well.

10.1 In all cases in which a faculty member alleges violation of his or her academic freedom, the burden of proof that such a violation has occurred shall lie with the faculty member, who shall have responsibility for making a case in accordance with the procedures stipulated.

10.2 If the faculty member believes that his or her academic freedom has been violated, whether by an administrator, other faculty or students, or by majority decision of an elected faculty committee, the faculty member shall assemble all available evidence which sustains such an allegation. An attempt shall first be made to resolve the issue through informal procedures, including conferences with those alleged to have committed the violation, with the appropriate dean, and with the executive vice president and provost.

10.3 If such procedures fail to resolve the issue, the complainant shall submit to the University Council Personnel Committee a written statement including (1) the names of those charged with the academic freedom violation, (2) a list of specific charges with reference to each person charged, and (3) a request for a hearing. The University Council Personnel Committee shall meet with the complainant and consider the evidence. Thereafter it shall determine whether sufficient grounds exist to warrant a hearing. No officer of academic administration shall participate in this determination. The decision of the University Council Personnel Committee shall be final.

10.4 If the University Council Personnel Committee determines that sufficient grounds do exist, it shall grant the faculty member the proceedings set forth above under section 7.3.2(C), Step 3: The Hearing. In those proceedings, the burden of proof that decisions or actions have violated the complainant's academic freedom shall lie with the complainant.

10.5 If the final decision supports the complainant, the body reaching that decision shall recommend such redress as it deems suitable.

Amendment approved by University Council on 05/05/2004.

ARTICLE 5: *(formerly Article 11)*
GRIEVANCE PROCEDURES FOR FACULTY AND STAFF

5.1 Preamble

5.1.1 Northern Illinois University has a tradition of collegiality and shared governance and strives to maintain that as a mainstay of its institutional culture. This University is a community of those whose varied functions, responsibilities, and contributions are supportive of the instructional, research, and service mission of the institution. Civil and professional interactions among all faculty and staff are essential to support that mission in an effective, efficient, and ethical manner.

5.1.2 Therefore, it is crucial for the University to ensure the right of all faculty and staff (supportive professional staff and operating staff) to perform their individual and collaborative roles in an environment that is free from incivility, misuse of authority, intimidation, retaliation, and infringement upon personal and academic freedoms. In order to provide recourse for allegations of inappropriate treatment by other faculty and staff, the following procedures will be used. This is intended to be consistent with the Preamble to the Northern Illinois University Constitution, which declares, "Respect for the intrinsic dignity of each member of the University community, both by the University itself and by each member of that community, is the basic cornerstone governing all community activities." The purpose of these procedures is to provide for orderly disposition of disputes and to facilitate reasonable resolution of matters considered.

5.1.3 Throughout these procedures, all persons involved should exercise discretion in receiving and transmitting information pertaining to the complaint.

5.1.4 These grievance procedures are not applicable to faculty and staff governed by collective-bargaining agreements or student employees, including graduate assistants. Persons in employment categories covered under collective-bargaining agreements shall be limited to filing grievances in accordance with the provisions of those agreements.

5.1.5 In employing these procedures, the definitions in Article 5.11 (Appendix) of this document will apply.

5.2 A Summary of Time Lines for the Grievance Process

Note: A grievant or respondent may request an extension of the time lines stated in these procedures, and this request will be granted if warranted (Article 5.10(c)).

5.2.1 Informal Complaint (Article 5.4): Identification and discussion of grievable treatment as defined in Section C.

5.2.2 Initiating Formal Grievance (Article 5.5.1): Submit formal grievance form and documentation within 40 work days of the time the grievant knew of or should have

known of the grievable act, or within 10 work days after being informed of the formal dismissal of the complaint by a University body for want of jurisdiction.

5.2.3 Response to the Initiation of Formal Grievance (Article 5.5.1): Respondent(s) report on attempts to resolve the matter, within 10 work days. A move to the University level, as described in Article 5.5.2, may be made at any time after this step.

5.2.4 Appealing to Higher Level (Article 5.5.2): If the grievance is not resolved, written appeal may be made to the person next highest in the respondent(s)' administrative chain, within 10 work days after receiving the response to the initial appeal.

5.2.5 Response to Appeal (Article 5.5.2): The person appealed to is to respond within 15 work days.

5.2.6 Non-response (Article 5.10(c)): Failure of a respondent to comply with response timelines allows the grievant to advance to the next step of the procedures within 5 work days after the time limitation specified in the timelines.

5.2.7 Continuing Appeal (Article 5.5.2): Steps 5.2.4 and 5.2.5 may be repeated stepwise up the administrative chain, to the vice president; the vice president may intervene earlier; and the grievant may elect to bypass the remainder of the administrative chain and appeal directly to the University level.

5.2.8 Moving to the University Level (Article 5.5.3): If the grievance has not been resolved, a grievance hearing may be requested by submitting the formal grievance form, and documentation, to the ~~Executive Secretary~~ chair of the University Council within 20 work days after exhausting the series of discussions of Article 5.5.1.and 5.5.2. The ~~Executive Secretary~~ University Council chair immediately transmits this information to the senior administrator responsible for human resource services (SARHRS).

5.2.9 Pre-hearing Communication (Article 5.5.3.2 (b) and (c)): The ~~Executive Secretary~~ University Council chair forwards the grievance form and documentation to the respondents within 5 work days, and within 10 work days, forwards to the grievant and respondent the names of panel members eligible to serve on the Grievance Committee.

5.2.10 Response to Potential Members of the Grievance Committee (Article 5.5.3.2 (d)): The grievant and respondent(s) have 5 work days from receipt of the panelists' names to request the ~~Executive Secretary~~ University Council chair to exclude people from consideration as members of the Grievance Committee.

5.2.11 Establishing Grievance Committee (Article 5.5.3.2 (e)): The ~~Executive Secretary~~ University Council chair and the SARHRS will select the members of the Grievance Committee within 10 work days of there being a list of acceptable members.

5.2.12 Remanding by Grievance Committee (Article 5.5.3.2 (g)): The Grievance Committee may, within 10 work days, remand the matter to another party (or parties) for

further consideration. The ~~executive secretary~~ University Council chair immediately notifies the grievant and respondent(s) of the Committee's decision.

5.2.13 Convening Grievance Hearing (Article 5.5.3.2 (h)): If the Grievance Committee agrees a hearing is warranted, it shall be scheduled to convene within 15 work days and, once scheduled, the ~~Executive Secretary~~ University Council chair shall immediately notify the grievant and respondent(s) of the date, time, and location of the hearing.

5.2.14 Grievance Committee's Decision (Article 5.5.3.4 (a)): After the Committee reaches a final decision, the chair of the Committee will transmit that decision to the President, the SARHRS, the ~~Executive Secretary~~ University Council chair, the grievant, and the respondent(s), within 5 work days after last convening.

5.2.15 President's Response (Article 5.5.3.4 (b)): The president will respond as expeditiously as is practical.

Note: If a grievance involves an Affirmative Action complaint, also see Article 5.7.

5.3 Grounds for Grievances

5.3.1 These procedures provide opportunity for a faculty or staff member to seek resolution of allegations of unfair treatment in the workplace by other members of the University faculty or staff. They may also be used by University staff engaged in academic activities for allegations of violation of their academic freedom. (Allegations of violation of the academic freedom of faculty are dealt with by procedures in Faculty Senate Bylaws Article 15.) Grievances may include good-faith claims of (a) sexual harassment or discrimination, including excessive impact unrelated to professional qualifications, of the actions or inaction of others (University Affirmative Action policies and procedures may also be invoked); (b) appeal of reprimands or other records placed in an employee's personnel file; (c) appeal of disciplinary actions including dismissal for cause of SPS employees (Civil Service employees refer to specific procedures for Operating Staff); or (d) arbitrary, capricious, or oppressive treatment pertaining to the application of benefits, terms and conditions of employment (including the creation of a hostile work environment within the employment context), personnel reviews, and performance evaluations.

5.3.2 Exceptions. These grievance procedures apply only to claims that are not expressly covered under other University, Board of Trustees, or state procedures. Alternative procedures exist for the following matters (5.3.2.1-5.3.2.4.), which shall not be subject to this grievance procedure:

> **5.3.2.1** Claims regarding faculty personnel matters involving promotion, tenure, sabbatical leave, merit salary increase, sanctions, or dismissal for cause shall be administered in accordance with academic procedures in college bylaws and policies and the University Constitution and Bylaws. A separate procedure applicable for allegations of inappropriate treatment in considerations of faculty

promotion or tenure is provided in Faculty Senate Bylaws Article ~~7~~ 11, and a separate procedure for allegation of violation of a faculty member's academic freedom is provided under Faculty Senate Bylaws Article ~~10~~ 15.

5.3.2.2 Disciplinary proceedings involving suspension, demotion, or discharge for Operating Staff employees must follow provisions established by Human Resource Services pursuant to the State Universities Civil Service System Statute and Rules.

5.3.2.3 Allegations of research misconduct shall proceed as prescribed in "Research Integrity at Northern Illinois University" (Academic Policies and Procedures Manual, Section I, item 2), except that, in addition, these grievance procedures may be followed in the case of an allegation that an instance of research misconduct caused personal harm to the complainant.

5.4 Informal Procedures

The University encourages the maintenance of a positive employee-relations environment that includes effective communication and feedback and attempts to informally resolve complaints. The University strongly encourages attempts to resolve issues through informal procedures, beginning at the lowest appropriate level. Initial attempts will normally include discussions with those alleged to have committed the action or conduct described in Article 5.3. A request for mediation or alternative informal resolution options may be made to the office of the SARHRS. Where confidential mediation or alternative resolution option is agreed to by the parties, such process may be used as a substitute for this grievance procedure to conclusively resolve grievable issues. The complainant must be notified of the right to end the informal process at any time and initiate a formal grievance (Article 5.5), and in some situations (such as situations involving violence or the threat of violence), informal conciliation may not be appropriate. In such cases, response should follow procedures established in accordance with Illinois state law, including workplace violence protocols, and established threat assessment procedures.

5.4.1 Facilitation. In an effort to resolve complaints without recourse to a formal hearing, those involved in the discussions are urged to invite the assistance of other University employees or offices, such as, but not limited to, the University Ombudsman, Human Resource Services, and/or the Faculty and SPS Personnel Advisor, to facilitate communication and strive toward resolution of disputes. In all discussions the complainant shall have the right to choose, and be accompanied by, any NIU faculty or staff member as a non-participating adviser, other than a person acting in the capacity of legal counsel. As these discussions look toward conciliation, no transcript or recording shall be made.

5.5 Formal Procedures.

Should the problem not be satisfactorily resolved on an informal basis, the complainant becomes a grievant and should initiate the formal grievance procedures of Article 5.5.3. Reports of violations of these grievance procedures shall be directed to the SARHRS. The SARHRS (or designee) will refer reports concerning faculty to the Executive Vice President and Provost. If

the person to whom this report is to be referred is the respondent, the report will be directed upward in the organizational chain to an appropriate official for action and response to the grievant.

5.5.1 Step I. If the complaint is not resolved informally to the complainant's satisfaction, he or she may submit a formal grievance, specifically citing a grievable act as defined in Article 4.3. The formal grievance shall be presented via a signed grievance form provided by the SARHRS for this purpose and shall be accompanied by any supporting documents. This form is to be submitted within forty (40) work days of the time the grievant knew of or should have known of the grievable act, or within ten (10) work days after being informed of the formal dismissal of the complaint by a University body for want of jurisdiction or after failure of informal efforts to resolve the matter. It is to be submitted to the Office of the SARHRS, and that office will immediately refer it to the named respondent(s) and to others whom that office assigns as respondents. The designated respondents may attempt to resolve the matter and/or provide a response to the allegation(s), and will report the result/decisions in writing, within ten (10) work days of receiving the form, to the grievant and to the SARHRS, who will immediately provide the grievant with notification of the next action and its time frame.

5.5.2 Step II. If the grievance has not been resolved to the grievant's satisfaction at Step I, he/she may submit a written appeal to the next person upward in the organizational chain from a named respondent, within ten (10) work days of the receipt of the response in Step I. That person will attempt to resolve the matter and/or provide a response to the allegation(s), and will provide a written response to all parties, and to the vice president of the division of the University in which the grievant is employed, within ten (10) work days of receiving the appeal. This step may be repeated to each successive step in the organizational chain up through the level of vice president, and the vice president can intervene before the latter level is reached. In the event that a divisional committee is established to hear grievances, this committee may serve in lieu of a person in the organizational chain, at the discretion of the vice president.

Alternatively, if the grievance has not been resolved to the grievant's satisfaction at Step I, he or she may proceed directly to Step III, the initiation of a formal grievance at the University level. If this is done, the University Grievance Committee may remand the grievance to any level in the organizational chain that has been omitted.

If, at any stage, a violation of University policies, procedures, or regulations, or of legal standards is found to have taken place, the administrator identifying that violation shall direct the necessary administrative steps to resolve the matter through appropriate application of University policies or other actions as required. The written grievance of Step II shall be via the signed form and supporting documentation specified in Step I. The SARHRS is to be notified by the grievant, in writing, each time the grievance is referred to a different person.

5.5.3 Step III. If the grievance is not resolved to the grievant's satisfaction at Step II of the formal complaint procedures (Article 5.5.2), the grievant may initiate a formal

grievance at the University level, by requesting a hearing by the Grievance Committee (see Article 5.5.3.2).

5.5.3.1 Representation on the Grievance Committee

(a) Three categories of employment are recognized in this document: faculty, operating staff, and supportive professional staff. Members of the Grievance Committee shall be drawn from the employment category(ies) to which the grievant and respondent(s) belong. For purposes of determining Committee composition, a faculty member who has an administrative appointment above the level of department chair will be considered in the faculty category if his or her involvement in the grievance is due to his or her actions as a faculty member and will be considered in the supportive professional staff category if his or her involvement is due to his or her actions as an administrator.

(b) At the beginning of each academic year, each of the following three bodies shall forward the names of at least 15 members of its constituency, by a method and for duration of service specified by that body: Faculty Senate, Operating Staff Council, Supportive Professional Staff Council. Each of these three groups of at least 15 persons will serve as a panel from which a Grievance Committee can be chosen for a particular grievance. If all parties in the grievance are from the same employee classification, the Grievance Committee shall be composed of five panel members from that employee classification. If the grievant and respondent(s) are from more than one employee classification, the Grievance Committee shall be composed of two panel members from each of the classifications and one member of any of the three panels designated jointly by the SARHRS and the ~~Executive Secretary~~ chair of the University Council. Members of the Committee may not include the grievant, a respondent, a person employed in the grievant's or a respondent's academic department or similar administrative work unit, a member of the grievant's or respondent's household, or a hearing witness. The grievant and the respondent(s) each have the right to request exclusion from Committee membership any panelist(s) as described in Article 5.5.3.2 (d). Also, any panelist can request to be excluded on the basis of a real or potential conflict of interest or personal relationship. The panel members to compose the Grievance Committee shall be selected as described in Article 5.5.3.2 (e) and the chair of this committee will be appointed in accordance with Article 5.5.3.2 (f).

(c) All formal actions of the Grievance Committee require an affirmative vote of at least a majority of the committee members.

5.5.3.2 The Pre-Hearing Process

(a) A written request for a hearing by the Grievance Committee, signed by the grievant, shall be presented to the Office of the ~~Executive Secretary~~ University Council chair of the University Council on the form provided by that office for this purpose. The information on that form shall include (1) the names of those persons or offices that possibly contributed to the adverse situation described in the grievance, (2) a list of the specific actions(s) or inaction(s) alleged to constitute the grievable acts, (3) the names of witnesses who might provide useful information to the Grievance Committee, (4) a report of the final disposition of Step I and Step II in the grievance process (without including disclosure of the content of any settlement efforts), and (5) the requested intra-institutional actions of remedy or redress. Submission of this form shall be accompanied by any supporting documents. The signed original, and one complete copy, of the form and accompanying materials must be submitted no later than 20 work days after completing the processes described in Step I (Article 5.5.1) and Step II (Article 5.5.2). Immediately upon receipt, the Office of the ~~Executive Secretary~~ University Council chair will submit the copy of these materials to the SARHRS, who will be responsible for compiling and maintaining records of the grievance.

(b) Within five (5) work days of receipt of a request for a grievance hearing, the ~~Executive Secretary~~ University Council chair of the University Council will forward a copy of the grievance form and accompanying materials to the respondent(s). Each respondent shall have 15 work days to submit a response to the ~~Executive Secretary~~ University Council chair, who will forward a copy to the grievant, except that information of a confidential nature concerning parties other than the grievant and respondent(s) may be redacted by the ~~Executive Secretary~~ University Council chair at his or her discretion.

(c) Within ten (10) work days of receipt of the request for a hearing, the ~~Executive Secretary~~ University Council chair will forward to both the grievant and the respondent(s) the names of all the appropriate panel members eligible to serve on the Grievance Committee.

(d) Within five (5) work days from receipt of panelists' names, the grievant and respondent(s) may request of the ~~Executive Secretary~~ University Council chair that persons on the list be excluded from consideration as Grievance Committee members. Reasons for exclusion from the list shall be given and may include personal or professional conflicts of interest, past interpersonal disputes, and other indicators of possible inability to serve in an objective manner. If, after exclusions, there remains on a panel an inadequate number of representatives from any constituency group to form a Grievance Committee, the ~~Executive Secretary~~ University Council chair will contact the president of the appropriate representative body to request additional appointments in

order to achieve the requisite number of people from that constituency group.

(e) Within ten (10) work days of the establishment of a pool of acceptable candidates, the ~~Executive Secretary~~ University Council chair and the SARHRS will select the Grievance Committee from members of the appropriate panel(s), and shall convene the Committee, using such considerations as members' availability.

(f) The members of the Grievance Committee will elect one of their number to act as chair of the Committee. The chair will be responsible for facilitating the hearing process.

(g) The Grievance Committee will review all submitted materials and return with one of the following options within ten (10) work days after first convening. It will grant the request for a hearing if it determines there are sufficient grounds and if the grievance issues have not been adequately resolved; it may request additional information from anyone it deems necessary; it may remand the matter to another individual or individuals for further consideration, including supervisory personnel who may have been bypassed in the initiation of the University-level grievance; or it may deny the request for a hearing. A denial of the request for a hearing concludes the grievance process. The ~~Executive Secretary~~ University Council chair shall immediately notify, in writing, the grievant and the respondent(s) of the Committee's decision. No further information shall be provided to the grievant in this case.

(h) Should the Committee decide, by a majority vote, that a hearing is warranted, it shall be scheduled to convene within 15 work days. Once scheduled, the ~~Executive Secretary~~ University Council chair and SARHRS shall immediately notify, in writing, the Committee, the grievant, and the respondent(s) of the date, time, and location of the hearing, and shall send to the grievant and respondent(s): A copy of the pertinent policies and procedures from relevant sections of university and Board of Trustees policies, along with the University Constitution and Bylaws, and such other documents as concern the rights of the grievant; In cases involving dismissal for cause of SPS personnel, a copy of the specific charges against the grievant constituting just cause for dismissal; A summary of the principal evidence presented in support of the charge, and a preliminary list of the witnesses the university administration plans to call; The names of the members comprising the Grievance Committee; A formal invitation to attend the hearing, and notice of the right to be accompanied at the hearing by an adviser of the grievant's and/or respondent's choice and legal counsel; and The date by which each party shall submit to the other a list of potential witnesses and copies of the documents which each party anticipates will be used or presented at the

hearing. Sufficient time shall be provided to review these documents and prepare for the hearing. A copy of the Grievance Record composed of appeals and responses completed at earlier steps of the grievance procedure, written request for the hearing, and supporting documentation.

5.5.3.3 The Hearing Process

(a) The Committee may request legal counsel support for itself concerning procedural and substantive matters related to the hearing process from the University General Counsel, or designee, and may have such counsel in attendance as an advisor at all its meetings. The grievant and respondent(s) are entitled to consult with any person(s) they choose, prior to or outside of the hearing. In addition, each party is allowed to have present during the hearing one non-participating adviser. The hearings shall be closed to all other non-participants. Witnesses shall be present only if invited by the Committee, and only when providing testimony or being otherwise involved as invited by the Committee.

(b) In the hearing proceedings, the burden of proof that a grievable act was committed shall lie with the grievant, except in cases of dismissal for cause, when the burden of proof shall lie with the university.

(c) Prior to the hearing, the grievant and the respondent(s) shall each deliver to the Grievance Committee all relevant written information and other material evidence supporting their respective positions, including a description of the original grievable act. All such information shall be made available to the grievant and respondent(s), and this information shall include the name of each person requested to be heard as a witness.

(d) The Committee will make an initial determination as to what evidence will be considered and which witnesses will be summoned. The Committee may solicit additional materials and information and may summon additional witnesses at any time in the proceedings.

(e) A tape recording will be made of the hearing proceedings and will be maintained for no less than five years, along with associated documentation, in a secure location controlled by the office of the SARHRS.

(f) The specific hearing proceedings will be conducted consistent with these stipulations, and in a manner determined by the Grievance Committee.

(g) The grievant and respondent(s) are entitled to be present during any presentation by another party.

(h) The Grievance Committee may admit any evidence it feels may be important in addressing the issues under consideration, including written or oral testimony from any persons who might provide evidence or information relevant to the grievance. Every effort shall be made by the University administration to secure any such evidence identified by the Committee. All such evidence shall be available to the grievant and to the respondent(s).

(i) Where, for appropriate reasons, any witness is unable to appear personally at a hearing, a signed written statement may be accepted by the Grievance Committee. The Committee shall make such statements available to the grievant and to the respondent(s) and shall allow the grievant and respondent(s) to submit written or oral responses to such a statement.

(j) The Grievance Committee will adjourn and reconvene as it deems necessary to enable the presentation and consideration of necessary and appropriate evidence, in every action moving as expeditiously as possible.

(k) The SARHRS shall ensure the participation of all respondents and witnesses summoned by the Grievance Committee, including the guarantee of work-release time as necessary for participation. Any employee, other than a party in a privileged communication, who does not fully respond to a reasonable request from the Committee, may be considered insubordinate. Upon establishment of a privileged communication, testimony will be limited to what is not privileged.

(l) The grievant, the respondent(s), and each member of the Grievance Committee shall have the opportunity to question each witness. Grievants and respondents may not question each other without express permission of the chair of the Committee.

(m) Following conclusion of the presentation of all evidence and the testimony of all witnesses, the Grievance Committee shall convene in private session for closed deliberation and judgment.

(n) During the development of its decision and recommendations, the Grievance Committee may, at its discretion, consult with any person not participating in the hearing, including University administrators and legal counsel. It may not, however, accept additional evidence or witness testimony without formally reconvening and providing the grievant and respondent(s) the opportunity to attend and to hear and respond to such evidence or testimony.

(o) The Grievance Committee shall determine its findings and shall attempt to develop one or more recommendations. The Committee is

charged, not with determining guilt or innocence, but, rather, with proposing what, if any, action should be taken. The Committee should decide, by consensus if possible, whether and what institutional action(s) might be taken to rectify the grievance. The Committee may also consider findings and make recommendations designed to prevent future concerns similar to those of the grievance from arising.

(p) Except as may be necessary to arrive at its decision and to prepare the formal reports required by this procedure, Grievance Committee members will not disclose to any person any information that was acquired through their participation in any stage of the grievance process, unless so compelled by a court of law. The same restriction shall apply to all individuals who may be consulted by the Committee at any stage of the hearing process. It shall be the responsibility of the chair of the Grievance Committee to inform all involved of these requirements.

5.5.3.4 The Post-Hearing Process

(a) Within five (5) work days of the Grievance Committee's decision, the chair of the Committee shall forward a written report of its findings and recommendations to the President of the University, the ~~Executive Secretary~~ University Council chair of the University Council, the SARHRS, the grievant, and the respondent(s). This report need not contain negative judgment of the actions of any party and it may include recommendations for systemic change, such as modification of procedures or working conditions.

(b) After receiving the report, the President shall respond in writing, as expeditiously as is practical in one of the following ways: (1) remand the matter to the Grievance Committee for further action or consideration, indicating the issues warranting further attention, and meeting with the Committee to discuss those issues if the President or the Committee so desires, (2) issue an administrative directive designed to resolve the situation. This response shall be issued to the SARHRS, the ~~Executive Secretary~~ University Council chair, the grievant, the respondent(s), and the Grievance Committee. Any administrative directive will be addressed to those persons or policy-making bodies whose actions may be necessary for the directive's implementation. Those persons or bodies will also be provided with those aspects of the grievance findings necessary to understand the nature and purpose of the actions to be implemented.

(c) Except in cases involving dismissal for cause of SPS personnel, the response of the President is the final step in the University's grievance process. In cases involving dismissal for cause of SPS personnel, if dismissal or other penalty is recommended, the grievant shall have five (5) working days from receipt of the President's decision in which to request

that the President transmit the record of the case to the Board of Trustees. If the grievant fails to respond within the five days provided, the President may forward the case to the Board of Trustees on his or her own motion, or the President may refuse to forward the case and the matter shall be considered closed at that point. The Board of Trustees is not obligated to consider the case even if forwarded to it for a decision.

If the Board of Trustees agrees to consider the case, the following procedure is recommended. The Board's review should be based on the record of the proceedings conducted by the Grievance Committee. At its discretion, the Board of Trustees may provide opportunity for argument (written, oral, or both) by the principals at the hearing, or by their representatives. Either the decision of the Grievance Committee shall be sustained, or the matter will be returned to the Grievance Committee with specific objections. The Grievance Committee should then reconsider the matter, taking into account the Trustees' stated objections, and receiving new evidence if necessary. It is recommended that the Board of Trustees make a final disposition of the case only after studying the Grievance Committee's reconsideration.

5.6 Conflicts of Interest

(a) In the event that a grievance is related to the actions of a supervisor, who would act as a respondent, the grievant or the SARHRS may advance the grievance to the next organizational level. Informal efforts of reconciliation should still occur. If the grievance is filed by an employee who reports directly to a vice president or the President, and circumstances prevent using Steps I or II above, then the grievant may submit an appeal directly to the President (or designee) under the procedures of Step II. If, thereafter, the grievance is still unresolved, the grievant may initiate a formal grievance at the University level in accordance with the provisions of Article 5.5.3.2.

(b) In cases that originate with a grievant or respondent in Human Resource Services or any other unit supervised by the SARHRS, all duties and roles assigned to the office of the SARHRS shall be assigned to the University General Counsel (or designee) who will coordinate the grievance process.

5.7 Affirmative Action Complaints

(a) Official University complaint procedures exist pertaining to allegations of discrimination or harassment on the basis of race, color, sex, age, marital status, sexual orientation, national origin, religious views or affiliation, disability or handicapped status, veteran's status, or retaliation for having alleged (or for supporting allegations of) discrimination. Complaints of discrimination or sexual harassment may be filed with the Office of Affirmative Action and Diversity Resources, and grievances alleging discrimination or harassment may also be filed by means of this grievance procedure. It is recommended that access to affirmative-action procedures be initiated as soon as

affirmative-action issues are identified. Doing so will not alter the timelines of the grievance process. However, absent waiver or extension by the grievant, all relevant timelines contained in these procedures must be complied with.

(b) In the event that a grievance involves an affirmative-action issue, the respondent(s) at any given step may consult with the Affirmative Action Officer (AAO). The vice president (or designee) in Step II, or the Grievance Committee, may also refer all or portions of a grievance to the AAO for investigation and disposition. Such a referral will indicate a specific timeframe for completion of the investigation and any related report(s), established by the AAO in consultation with the vice president (or designee) or Grievance Committee, and any relevant timelines for response under this grievance procedure will be extended to incorporate the specific timeframe provided by the AAO for an affirmative-action investigation. The AAO will inform all parties if the time frame is extended. The extension is limited to 45 work days. Should a grievance involving allegations of discrimination or harassment be filed or processed subsequent to the completing of an affirmative-action investigation, the results of the investigation (contained in an appropriate summary or final report provided to the parties) shall be considered part of the record included with the grievance. Materials and records obtained in the course of an Affirmative Action Officer's investigation are confidential and not accessible within the grievance process. Investigator's notes, draft reports, and documentation not included in or attached to a final report shall be considered confidential business records, not available to the parties, and will be maintained in a separate confidential file by the AAO. The University is legally required to enforce applicable legal standards pertaining to discrimination and/or sexual harassment. Therefore, immediate responses may be required when such matters are reported to a supervisor or the AAO. In the event that a grievant elects to pursue an appeal involving an allegation of discrimination pursuant to Article ~~7.2.5~~ 11.2.5 of the~~ Constitution and~~ Faculty Senate Bylaws, the outcome of any such appeal will be reported to the Affirmative Action Officer (AAO) by the respective Hearing Board. Thereafter, the AAO may consider this record in determining whether a further investigation is warranted in the event that the same or a similar complaint is filed by the grievant under alternative university procedures for complaint and investigation.

5.8 Special Cases

(a) Appeals of personnel reviews or performance evaluations for status Operating Staff employees shall be administered pursuant to these grievance procedures, except in cases where a grievant is an employee covered by a collective-bargaining agreement.

(b) Appeals of salary increases (not including faculty appeals of merit ratings) shall follow Steps I and II of these grievance procedures. Operating Staff may appeal to a Salary Review Committee in accord with University procedures. Affirmative Action appeals which include salary increase issues in relation to an allegation of discrimination, retaliation, or harassment shall follow the University Affirmative Action complaint procedures and/or successive steps of these grievance procedures.

(c) Multiple grievances, submitted by one or more grievants, on the same or similar topics and within 30 work days of the initial grievance, may be consolidated on the recommendation of the SARHRS in consultation with the ~~Executive Secretary~~ University Council chair, and approval of the grievant(s), and presented as a package to the respondent(s) at any stage of the grievance process.

(d) Upon the recommendation of the SARHRS and approval by the grievant, a grievance may be referred directly to any higher level in the grievance process, thereby bypassing any preliminary steps as indicated. The named respondent(s), if any, shall be notified of any such referral and provided with the opportunity to place their responses in the grievance record.

5.9 Retaliation

Retaliation is strictly prohibited against any individual(s) who participate(s) in the process in the following manner(s) utilizing the grievance procedures, providing information under these procedures, cooperating in an investigation under these procedures, serving as a witness in a grievance hearing, or otherwise participating in grievance proceedings. Claims of retaliation in Steps I and II should be reported to the SARHRS, and in Step III to the SARHRS and the ~~Executive Secretary~~ University Council chair, and proven claims will subject the offender(s) to corrective measures, including disciplinary action.

5.10 Administrative provisions relating to the grievance procedure

(a) The Board of Trustees has delegated authority to the President of the University with respect to certain matters regarding University operations. Under this delegation of authority, specific University administrators and offices are assigned responsibilities with respect to the conduct of University operations and personnel procedures. Should a grievance proceed through the process and result in a recommendation by the Grievance Committee, this recommendation shall be forwarded to the President, who will make the final determination with respect to implementing or amending the recommendation, or returning it to the Grievance Committee for additional consideration. All final dispositions of formal grievances are subject to applicable laws; University rules, policies, and regulations; and approval of the president.

(b) Grievances citing an employee's action unrelated to supervisory actions shall be referred to the appropriate supervisor of that employee.

(c) Failure of a grievant to comply with the time limits set forth in these grievance procedures shall result in nullification of the grievance. However, the grievant or a respondent may request of the SARHRS, if in Steps I or II of the process (5.5.1. and 5.5.2), or of the ~~Executive Secretary~~ University Council chair of the University Council if in Step III (5.5.3.), an extension of the time limits stated in these procedures. The SARHRS or ~~Executive Secretary~~ University Council chair, as appropriate, will so inform the grievant and each respondent; will consider that request expeditiously and, if they believe that unusual circumstances warrant the extension, will approve it on behalf of the University and so inform all parties. A grievance involving the same matter or set of

issues may not be resubmitted. All University administrators and supervisors are responsible for making timely responses to grievants. Failure of a respondent at a given step in these grievance procedures to comply with the response time frames shall allow the grievant to advance to the next step of the procedures within five (5) work days of the time limitation set forth in the previous step, and based upon the responses provided at prior steps.

(d) Grievants alleging violation of University policies shall identify the alleged violator(s) and shall identify or describe one or more grievable acts as defined in Article 5.3. The grievant may include a requested remedy to resolve the grievance at Step I. If requested by the grievant, supervisors and University representatives giving responses at Steps I through III shall provide additional information as necessary to further clarify or define the issues.

(e) In each case where a faculty or staff member alleges grounds for a grievance, that person shall have the responsibility for proving a case by preponderance of the evidence, in accordance with the stipulated procedures. In cases of dismissal for cause of SPS personnel, the burden of proof shall lie with the university.

(f) Grievance responses provided under these procedures shall be consistent with applicable legal standards and with official University rules and regulations.

(g) At any step in the process, the grievant and/or the respondent may consult with or otherwise enlist the assistance of appropriate individuals such as, but not limited to, the Ombudsman or – for grievants who are faculty or Supportive Professional Staff – the Faculty and SPS Personnel Advisor, in the filing of a grievance or in seeking resolution of the grievance. During any stage of these grievance procedures (Step I through a grievance hearing), the grievant may be accompanied by a non-participating adviser of his/her choosing. The presence and participation of attorneys who are of counsel to parties is limited to hearing proceedings involving discharge or other panel or hearing board or arbitration venues to which grievances may be referred. The University reserves the right to also have an attorney present in the event of such participation.

(h) During the grievance process, any party to a grievance may request official interpretations of University rules, policies, procedures, and regulations from the SARHRS. The SARHRS will refer the request to other University authorities, as appropriate, in order to obtain an expeditious official interpretation.

(i) Employees may be held responsible for maintaining appropriate standards of professional conduct, in accord with University policies and procedures, at all times. Employees may participate in conciliation efforts or grievance dispositions during periods outside their appointments if all the parties so agree. Days on full leave of absence shall be considered as time outside of the period of the appointment for purposes of these grievance procedures.

(j) A grievance may be withdrawn by the grievant at any stage during the process.

(k) Throughout the grievance process, the grievant shall fulfill her/his assigned professional responsibilities with the University.

5.11 Appendix

5.11.1 Definitions

(a) Adviser. A person present at a grievance hearing, who in no way participates in the formal proceedings but may privately advise a hearing participant to the degree that the Grievance Committee determines that such advising does not interfere with the conduct of the hearing.

(b) Complainant. A University employee presenting a complaint.

(c) Complaint. An allegation that there has been an adverse situation as described in Section 5.3.

(d) Dismissal for cause. Termination of employment prior to the expiration of an employee's contract period. Documentation sufficient to establish just cause for dismissal is required. Dismissal will not be used to restrain employees in the exercise of their constitutional and legal rights.

(e) ~~Executive Secretary~~ University Council chair. The ~~Executive Secretary~~ chair of the University Council.

(f) Grievance. A formal, written allegation, not resolved by the informal efforts of Section 5.4, that there has been an adverse situation as described in section 5.3.

(g) Grievant. A University employee presenting a grievance.

(h) Observer. A person who is present at a grievance hearing but is in no way a participant or an adviser while the hearing is in session.

(i) Party. The grievant or the respondent(s) are defined as parties to this process.

(j) Privileged communication. Written or oral communication not subject to disclosure under these procedures because it arises from the relationships of either patient and health-care practitioner (including mental health counselor), victim and violent-crime counselor, client and attorney, source and news reporter, counselee and member of the clergy, spouse, or member of the immediate household, as well as that arising from interactions with persons in their role of University Ombudsman, Faculty and SPS Personnel Advisor, Employee Wellness and Assistance Program counselor, Employee Relations counselor, or other University employee acting in an official role as a counselor. In the event that state law changes in a fashion to expand the above or similar relationships, this

definition shall be interpreted and applied so as to comply with the changes in the law.

(k) Respondent. A person whose action or inaction is identified as possibly contributing to the adverse situation described in the grievance.

(l) SARHRS. The senior administrator responsible for human resource services (whose exact title may change) or designee. As indicated in Article 5.6(b), in cases that originate with a grievant or respondent in Human Resource Services or other units supervised by the SARHRS, all duties and roles assigned to the office of the SARHRS shall be assigned to the University General Counsel (or designee) who will coordinate the grievance process.

(m) Work days. All days during which the University is normally scheduled for operations, excluding weekends, official holidays, and closure periods. For employees on appointments of less than 12 months per year, "work days" do not include any days outside of the period of their appointment.

(n) Workplace. A location in which employment duties are performed for Northern Illinois University and are subject to the direction, terms, and conditions of employment of the University.

Amendment approved by University Council on 4/30/2008.

Amendment approved by University Council on 4/27/2011.

Editorial revisions to update "Vice President for Human Resources" to "Vice President of Administration" made 12/18/2012.

Editorial revisions to update "Vice President of Administration" to "senior administrator responsible for human resource services" approved by University Council 04/02/2014.

ARTICLE 6: *(formerly Article 12)*
GRIEVANCE PROCEDURES FOR STUDENTS

6.1 Preamble
As a student-centered institution of higher learning, Northern Illinois University strives to create a professional environment that is free from incivility, misuse of authority, intimidation, or retaliation. This grievance policy is intended to be consistent with the preamble of the Northern Illinois University Constitution which declares that "Respect for the intrinsic dignity of each member of the university community, both by the university itself and by each member of that community, is the basic cornerstone governing all community activities."

Enactment of the grievance procedures shall promote the values inherent in the American Association of University Professors' "Statement of Principles on Academic Freedom and Tenure." That is to say, faculty and staff have an obligation to (a) promote the common good, (b) pursue a free search for truth, and (c) protect students' freedom in learning. The pursuit of these values shall not be cause for grievance, especially if conducted within the individual's discipline or as a member of a learned profession. Students do, however, have a right to expect that these values be demonstrated throughout the university.

Throughout these procedures, all persons involved should exercise discretion in receiving and transmitting information pertaining to the complaint.

6.2 Summary of Time Lines for the Grievance Process
Initiating the formal grievance process is possible once an attempt at informal resolution has been completed. A written complaint must be filed with the ~~Executive Secretary~~ University Council chair within the next ten (10) work day period (see Article 6.5 Formal Procedures).

Within five (5) work days of receipt of the formal grievance, the ~~Executive Secretary~~ University Council chair will forward a copy of the formal grievance and accompanying materials to the respondent(s). Each respondent will have ten (10) work days to submit a response to the ~~Executive Secretary~~ University Council chair.

Also within five (5) work days of receipt of the formal grievance, the ~~Executive Secretary~~ University Council chair will forward to the grievant and respondent(s) the names of Grievance Panel (GP) members eligible to serve on the Student Grievance Committee (SGC) to oversee the complaint. The grievant and respondent(s) will have ten (10) work days from receipt of the GP members' names to request the ~~Executive Secretary~~ University Council chair to exclude people from consideration as members of the SGC.

Within ten (10) work days of the establishment of a pool of acceptable candidates, the ~~Executive Secretary~~ University Council chair will select by random drawing the SGC members, provide them with copies of the grievance and response(s), and convene the SGC. The SGC will elect one of its members to serve as chair of the committee at this first meeting.

The SGC will have fifteen (15) work days from the first meeting to review the facts, gather additional information as necessary, and come to a decision regarding the complaint. The SGC

may remand the matter to Affirmative Action Diversity Resources if the nature of the complaint should be addressed by another procedure; it may also remand to other personnel who may have been bypassed during the required informal process; it may deny the grievance if there is not sufficient grounds, or it may initiate an informal hearing.

If the SGC determines that a hearing is necessary, it must call for the hearing no later than the end of its 15 work day review period and the hearing must then be executed within 15 work days of being called for.

The SGC will meet immediately after the hearing in a private session to reach a conclusion pertaining to the grievance.

The SGC must issue its final report no later than fifteen (15) work days following the decision.

6.3 Grounds for Grievances

These procedures provide opportunity for a student to seek resolution of allegations of unfair treatment by faculty or staff in the university setting. Grievances may include good faith claims of incivility, misuse of authority, intimidation, retaliation or professionally inappropriate acts or decisions by a member of the faculty or staff of the university that adversely affects the status, rights, or privileges of a student in a substantive way.

> **6.3.1 Exceptions.** These grievance procedures apply only to those claims that are not expressly covered under other university, Board of Trustees, or state procedures. Other procedures exist for the following matters, which will not be subject to this grievance procedure: discrimination, sexual harassment, Title IX, appeals of disciplinary decisions, claims pertaining to student employment, graduate assistantships, and grade complaints. In some situations, (e.g., situations involving violence, or the threat of violence), informal conciliation may not be appropriate. In such cases, response should follow procedures established in accordance with Illinois state law, including workplace violence protocols, and established threat assessment procedures. A formal grievance cannot be filed for complaints that have been addressed by another procedure (e.g., discrimination).
>
> **6.3.2 Academic Rigor and Performance.** These procedures do not pertain to the level of academic rigor and performance expected by faculty of students in the classroom. Moreover, these procedures are not applicable to issues pertaining to the enforcement of academic policies, or those related to curricular change.

6.4 Informal Procedures

STEP 1. The university encourages the maintenance of positive student-faculty/staff relations that includes effective communication and feedback and attempts to informally resolve complaints. The university strongly encourages attempts to resolve issues through informal procedures, beginning, if possible, with the faculty or staff member against whom the student has a complaint, and, prior to invoking formal grievance procedures, must include his/her immediate supervisor (e.g., department chair, unit supervisor). Initial attempts will normally include discussions with those alleged to have committed the action or conduct described above. Where confidential mediation or alternative resolution option is agreed to by the parties, such processes

may be used as a substitute for these grievance procedures to conclusively resolve grievable issues. The complainant must be notified of the right to end the informal process at any time and initiate a formal grievance.

> **6.4.1 Facilitation.** In an effort to resolve complaints informally, those involved in the discussion are urged to invite the assistance of other university employees or offices, such as, but not limited to, the university ombudsperson, Human Resource Services, and/or the faculty and SPS personnel advisor, to facilitate communication and strive toward resolution of disputes. In all discussions the complainant and respondent(s) will have the right to choose, and be accompanied by, a representative (including student, faculty, or staff member) as a non-participating advisor, other than a person acting in the capacity of legal counsel. This is an administrative process, not a legal process, and legal representation is not appropriate at this time. As these discussions look toward conciliation, no transcripts or recordings shall be made.

6.5 Formal Procedures

STEP 2. Should the problem not be satisfactorily resolved on an informal basis, the complainant becomes a grievant and may initiate the formal grievance procedures. The grievant must complete and submit a formal grievance form to the ~~Executive Secretary~~ University Council chair of the University Council. The ~~Executive Secretary~~ University Council chair will forward a copy of the grievance form and accompanying materials to the respondent(s). Each respondent will have ten (10) work days to submit a response to the ~~Executive Secretary~~ University Council chair. The ~~Executive Secretary~~ University Council chair will provide both the grievant and the respondent(s) with GP names and both parties can provide a written request to exclude any individual from consideration for inclusion on the SGC. The ~~Executive Secretary~~ University Council chair will then select, by random drawing, a five-member SGC to screen and review the complaint. The SGC will examine the complaint, any response received, and obtain further information as necessary from either party, and determine whether an investigation, in collaboration with Human Resource Services, is necessary to collect more information to make an informed decision. If the SGC determines that it would be appropriate to elicit more facts, assess credibility, or develop a record for potential serious disciplinary action, it may call for a hearing. If a hearing is necessary, it must be called for within seventy (70) work days of the formal grievance submission.

In the event a hearing is conducted, all parties may have a representative present at the hearing for support, but not to speak for them. Following the hearing, the SGC will prepare and submit a report with written findings of fact and identify an appropriate course of action.

In instances when the SGC calls for a hearing, the SGC may request legal counsel support for itself concerning procedural and substantive matters. The grievant and respondent(s) are entitled to consult with any person(s) they choose, prior to, or outside of, the hearing. In addition, each party is allowed to have present during the hearing one non-participating advisor. The hearing shall be closed to all other non-participants. Witnesses shall be present only if invited by the SGC and only when providing testimony or being otherwise involved as invited by the SGC. Prior to the hearing, the grievant and the respondent(s) shall each deliver to the SGC all relevant written information and other material as evidence supporting their respective positions,

including a description of the original grievable act. This information will be shared with both the grievant and respondent(s).

The specific hearing proceedings will be conducted consistent with these stipulations and in a manner determined by the SGC. The grievant and respondent(s) are entitled to be present during any presentation by another party. The SGC may admit any evidence it feels may be important in addressing the issues under consideration, including written or oral testimony from any persons who might provide evidence or information relevant to the grievance. If a witness is unable to appear personally at the hearing, a signed written statement may be accepted by the SGC. These statements will be made available to all parties.

The grievant, the respondent(s), and each member of the SGC shall have the opportunity to question each witness. Grievants and respondents may not question each other without express permission of the SGC chair. The senior administrator responsible for human resource services or his/her designee will facilitate the participation of all respondents and witnesses summoned by the SGC including the guarantee of work-release time as necessary for participation.

The SGC will meet immediately after the hearing in a private session to reach a conclusion pertaining to the grievance. The SGC will then create a report to be disseminated as identified in the post-hearing process.

6.6 Post-Hearing Process

Appropriate courses of action can include: 1) Denial of the grievance (grievance not sustained), 2) Referral of the matter to Affirmative Action Diversity Resources, 3) Referral of the matter to alternative dispute resolution (e.g., mediation), or 4) Referral to administrative authority (e.g., unit director and supervisor(s) to whom the director reports) with a SGC recommendation for action. Recommended actions may include, but not be limited to, a letter of apology or an educational intervention. Within fifteen (15) work days of the SGC decision, the chair of the SGC will forward a written report of the findings and recommendations to the ~~Executive Secretary~~ University Council chair, who will then distribute it to all parties involved. This report need not contain negative judgment of the actions of any party and it may include recommendations for systemic change, such as modification of procedures or working conditions.

In instances where an action is recommended by the SGC, the SGC will send a report to the division director and unit director with a recommended action. The unit and division director is expected to work with Human Resource Services to act on the recommendation.

The ~~Executive Secretary~~ University Council chair is to maintain records pertaining to each grievance including the outcome. The ~~Executive Secretary~~ University Council chair will provide a summary report of the number of grievances filed and the disposition to the University Council at the April meeting each year.

6.7 Composition of the Grievance Panel (GP)

The GP is to be composed of 60 members with 15 representatives from each of the following constituencies: faculty, operating staff, supportive professional staff, and students. The GP will

also include the senior administrator responsible for human resource services or his/her designee who must be included in any SGC constructed to oversee a complaint. The GP members are selected as follows:

a) The faculty, operating staff, and supportive professional staff members of the GP are those selected as per Article 5.5.3.1 (b) for faculty and staff grievances.

b) The student representatives are to be selected by the Student Association in conjunction with the student advisory committees in each college, including the College of Law, and must include both undergraduate and graduate students with at least one representative coming from each college.

These names will be forwarded to the ~~Executive Secretary~~ University Council chair at the beginning of the academic year.

6.8 Composition of the Student Grievance Committee (SGC)

The SGC will be selected by the ~~Executive Secretary~~ University Council chair by random drawing from the GP. The SGC is to be composed of five members with representation from at least one faculty and one student, and the senior administrator responsible for human resource services or his/her designee. At least two members must be from the same employment classification as the respondent(s). The SGC will elect one of its members to serve as chair of the committee.

6.9 Conflicts of Interest

In instances where a grievance involves a member of the GP or relates to a GP member's organizational unit (e.g., department), that member is prohibited from serving on the SGC that will screen the grievance. In the event that a member of the SGC has a conflict of interest related to the alleged act, he/she must recuse himself/herself and is to be replaced by an alternate. The grievant and the respondent(s) each have the right to present written justification to request exclusion from SGC membership any grievance panelist(s) as described in Article 6.8. Also, any SGC member can request to be excluded on the basis of a real or potential conflict of interest or personal relationship.

6.10 Retaliation

Retaliation is strictly prohibited against any individual(s) who participate(s) in the process in the following manner(s): utilizing the grievance procedures, providing information under these procedures, cooperating in an investigation under these procedures, serving as a witness in a grievance hearing, or otherwise participating in grievance proceedings. Claims of retaliation should be reported to the senior administrator responsible for human resource services and the ~~Executive Secretary~~ University Council chair, and proven claims will subject the offender(s) to corrective measures, including disciplinary action.

6.11 Appendix

6.11.1 Definitions

Complainant. A student presenting a complaint.

Complaint. An allegation that there has been an adverse situation as described in Article 6.3.

~~**Executive Secretary**~~ **University Council chair.** The ~~executive secretary~~ chair of the University Council. Please visit http://www.niu.edu/u_council to identify the ~~executive secretary~~ University Council chair.

Grievance. A formal, written allegation, not resolved by the informal steps of Article 6.4, that there has been an adverse situation as described in Article 6.3.

Grievance Panel (GP). The pool from which student grievance committees are drawn.

Grievant. A student who is presenting a grievance.

Respondent. A person whose action is identified as possibly contributing to the adverse situation described in the grievance.

Student Grievance Committee (SGC). The five-member committee selected from the Grievance Panel to hear a specific complaint.

Work days(s). All days during which the university is normally scheduled for operations, excluding weekends, official holidays, and closure periods. For employees on appointments of less than 12 months per year, "work days" do not include any days outside of the period of their appointment.

Then NIU Bylaws, Article 12, Grievance Procedures for Students, was established by vote of the University Council on 04/02/2014.

ARTICLE 7: *(formerly Article 13)*
PLACEMENT OF CRITICAL MATERIALS IN FACULTY PERSONNEL FILES

7.1 All information contained in any faculty member's personnel file shall be open for inspection by that faculty member with the following exception: Written statements assessing the professional qualifications, performance, or promise of a faculty member which are solicited as the result of a process of which that faculty member is knowledgeable and to which that person has specifically consented, and which are made available only to those serving on the committee(s) concerned with evaluating the faculty member in question, and to those administrative officers being advised by such committee(s). Summaries of such statements, prepared by those committees and administrators, will also be provided to the faculty member, who may submit concise written responses to accompany them, with the provision that the sources of those statements will not be revealed to that person.

7.2 A faculty member shall be informed prior to the inclusion of any adverse charges or information in his or her file and offered an opportunity for inclusion of a written rejoinder to be attached to the original statement.

7.3 This article applies to both ranked and no-rank faculty and their respective personnel files.

ARTICLE 14:
UNIVERSITY FACULTY SENATE

14.1 Purpose

It is essential to the character and mission of a mature university that the faculty have the primary authority and responsibility to develop, sustain, and enhance the intellectual quality and reputation of the institution and to maintain its academic integrity. In accordance with this principle, the university constitution provides for university governance as a shared process with faculty predominance in all policy decisions relating to the university curriculum, to student admissions and academic standards, and to the faculty personnel process, with active faculty participation in many other areas of university policy and operations. In addition, to ensure effective faculty involvement in university governance, the constitution establishes a Faculty Senate as the representative body of the faculty:

(A) To promote a climate of academic freedom for the university community;

(B) To maintain an optimal learning environment throughout the university;

(C) To encourage research and artistry and the appreciation of the intellectual value of the arts, the humanities, the sciences, and the professions;

(D) To serve as the legitimate representative of faculty concerns vis-à-vis the university administration;

(E) To define and establish standards and procedures of accountability concerning professional faculty ethics and responsibilities; and

(F) To encourage an informed, continuing, and academically responsible participation in those faculty governance roles defined in the Constitution and Bylaws.

14.2 Voting Members

14.2.1 Definition of Voting Members The Faculty Senate shall consist of faculty members, as defined in Sections 2.2.1 and 2.2.2 of the university constitution and Sections 14.2.2 and 14.3 of these bylaws.

14.2.2 Election of Voting Members Voting members of the Faculty Senate representing the faculty shall be elected in the following manner:

14.2.2.1 All elected faculty members of the University Council, as defined in Section 1.3 of these bylaws, shall be voting members of the Faculty Senate. Members of the University Council may not serve as the elected Faculty Senate representative of an academic department.

14.2.2.2 One member of the Faculty Senate shall be elected from and by the faculty, as defined in Article 14.2.1 of these bylaws, of each academic department

or school in the degree-granting colleges of the university, with two elected from each academic department or school of over 50 faculty members, again as defined in Article 14.2.1 of these bylaws and with one member each from the College of Law, and the university libraries. Such elections shall be under the supervision of the Faculty Senate elections committee and shall occur within one month following the annual election of members of the University Council. The terms of these members shall be for three years and shall be staggered as provided for in the bylaws of the Faculty Senate.

14.2.2.3 When the Faculty Senate does not contain at least one elected faculty representative who is a member of a minority racial group, beyond the provision of Article 2, Section 2.2.5 of the university constitution, the elected faculty representatives on the Senate shall meet and elect such a representative. The person thus elected shall be chosen from among the faculty members of the university who are eligible for election as a faculty representative of the Senate. Prior to conducting such an election the elected faculty representatives on the Senate shall seek nominations from the college faculties, and shall elect one of the persons thus nominated. The position thus filled shall be in addition to the number of seats otherwise apportioned. The faculty representative so elected shall serve a term of three years.

14.2.3 The terms of office for all voting members of the Faculty Senate shall begin July 1 of each year.

14.3 Faculty Nonvoting Members

14.3.1 Any faculty member of the University Advisory Committee (UAC) to the Board of Trustees who is not a voting member of the Faculty Senate shall be an ex officio nonvoting member.

14.3.2 If they are not otherwise voting members of the Faculty Senate, the faculty serving as assistant chairs of the Academic Planning Council, the Graduate Council, and the Baccalaureate Council shall sit as ex officio nonvoting members of the Senate during their terms of office.

14.3.3 The supportive professional staff member of the University Council shall serve as an ex officio nonvoting member.

14.4 Each member of the Faculty Senate shall represent the Northern Illinois University faculty interests as a whole.

14.5 Officers

14.5.1 The executive secretary of the University Council shall be elected by the voting members of the University Council from the elected faculty members of the University Council in accordance with Section 3.2 of the University Constitution and Section 1.3 of

these Bylaws. The Executive Secretary of the Council shall also serve as President of the Faculty Senate. The Senate shall elect such other officers it may consider essential for the performance of its duties.

14.5.1.1 The initial selection of candidates for the office of Executive Secretary of the University Council shall take place at the second spring semester meeting of the Faculty Senate. Any faculty senator may suggest or second the suggestion of a candidate. To be qualified to serve, the candidate must be an elected faculty member of the University Council for the current and for the ensuing year.

14.5.1.2 Suggested candidates for the office of Executive Secretary shall submit a letter of intent to be included with the agenda for the third and fourth (last) spring semester regularly scheduled meetings of the Faculty Senate.

14.5.1.3 An election of the final candidate for nomination shall be conducted by secret ballot at the last regularly scheduled meeting of the normal academic year of the Faculty Senate. All Faculty Senators present may cast a ballot for the candidate. If there are more than two suggested candidates, the final nominee must receive a majority of the votes cast. If no candidate receives a majority, subsequent ballots will be taken removing the candidate receiving the fewest votes until a candidate is selected.

14.5.1.4 The voting members of the University Council will vote by secret ballot to accept or reject the nominee at the last University Council meeting of the spring semester.

14.5.2 The election of a vice president shall take place at the first Faculty Senate meeting of the academic year.

14.5.3 The term of office for all officers shall begin August 16 and shall be for one year. An officer may serve successive terms.

14.6 Duties and Responsibilities

14.6.1 The Faculty Senate shall serve as the official voice of the university faculty of Northern Illinois University and as the authoritative representative liaison body between the faculty and (1) the University Council, (2) the president of the university, (3) the executive vice president and provost, (4) other vice presidents with respect to their responsibilities affecting the faculty, and, (5) the Board of Trustees.

14.6.2 In accordance with the Preamble and Article 7.3 of the university constitution and the stated commitment to university governance as a shared process, the Faculty Senate shall serve the following purposes:

14.6.2.1 To ensure the representation of the faculty in the governance of the university;

14.6.2.2 To promote and encourage active faculty participation in the development of university policies and procedures;

14.6.2.3 To discuss and recommend as a Faculty Senate policies affecting the university as a whole;

14.6.2.4 To promote the welfare of the faculty and the university.

14.6.3 To achieve the purposes stated in Sections 14.1 and 14.6.2, the specific functions of the Faculty Senate shall include, but are not limited to, the following:

14.6.3.1 To review and recommend academic policies, procedures, and practices at the university level to the appropriate administrative officers and governance bodies of the university;

14.6.3.2 To advance collective and individual faculty prerogatives in university policies and procedures;

14.6.3.3 To make recommendations on matters affecting faculty welfare;

14.6.3.4 To monitor and annually assess and report to the faculty and the administration the effectiveness of the faculty grievance processes;

14.6.3.5 To articulate and promulgate faculty positions on issues of general concern within and to the university;

14.6.3.6 To define and recommend mechanisms for faculty participation in university governance and in system-wide and state-wide issues;

14.6.3.7 To be consulted by and to advise the president of the university, the executive vice president and provost, and other appropriate university-wide administrative officers through mutually acceptable means on matters concerning university priorities, university budgets, university facilities, and university long-range planning, and on proposed changes in the administrative organizations of the university directly or primarily related to its academic mission. Such consultation or advice may take the form of an advisory vote. Nothing set forth in this bylaw, however, shall be interpreted as giving the Faculty Senate final authority to review or revise the decisions appropriately made by the academic councils and committees established by these bylaws;

14.6.3.8 To maintain an interactive liaison with those university shared governance bodies established by the university Constitution and Bylaws, particularly the University Council, the Academic Planning Council, the Baccalaureate Council, and the Graduate Council;

14.6.3.9 To render advice and, if appropriate, act upon matters laid before it by the president of the university, other governance bodies of the university, or members of the faculty;

14.6.3.10 To evaluate annually the services of the faculty and SPS personnel advisor and the president of the Faculty Senate/executive secretary of the University Council. Three faculty members from the Faculty Senate and one (1) member of the SPS Council shall constitute the evaluation committee for the faculty and SPS personnel advisor. Two faculty members of the Faculty Senate who are not elected faculty members of the University Council, two faculty members from the University Council, one (1) SPS member, one (1) operating staff member, and one student member from the University Council shall constitute the evaluation committee for the president of the Faculty Senate/executive secretary of the University Council. All members shall be voting members of either the University Council or the Faculty Senate. The members shall be selected by lot at the September or January meetings of the Faculty Senate and University Council depending on the evaluation period. If any member so selected cannot serve, another member who meets the same criterion shall be selected by lot. These evaluations shall constitute one-half of the personnel rating of the faculty personnel advisor and the total personnel rating of the president of the Faculty Senate/executive secretary of the University Council for those portions of each year during which they held those offices. These evaluations shall be forwarded to the executive vice president and provost who shall determine the annual salary increment for each individual. In so doing, the executive vice president and provost shall consult with each affected faculty member's department regarding the evaluation to be given to that faculty member's other professional activity;

14.6.3.11 All positions taken by the Faculty Senate shall be executed through public and recorded majority vote of the voting members of the Senate and so recorded and reported by the president of the Faculty Senate;

14.6.3.12 During summer vacation and other periods when regular classes are not in session, the Faculty Senate Steering Committee is charged with the responsibility to speak on behalf of the Faculty Senate. The Faculty Senate Steering Committee appointed during the previous academic year shall serve in this capacity until a new Faculty Senate Steering Committee is approved. Actions taken by the Faculty Senate Steering Committee under the powers of this paragraph are not binding on the Senate as a whole until and unless ratified as provided in Bylaws 14.6.3.10;

14.6.3.13 The Faculty Senate Steering Committee shall have the power to call emergency meetings of the Faculty Senate.

14.7 The university shall provide the facilities and resources necessary to support the Faculty Senate. The president of the Faculty Senate shall prepare an annual operating budget for Senate

~~operations as part of the normal university budget process and shall be responsible for administering that budget once it is authorized.~~

~~14.8~~ ~~The Faculty Senate may establish whatever standing and special committees it considers necessary to carry out its responsibilities, such as, but not limited to, committees on faculty rights and responsibilities, faculty compensation and benefits, and university budgets and facilities. The Senate shall develop and adopt its own bylaws.~~

~~14.9~~ ~~The Faculty Senate shall have the right to call meetings of the total university faculty holding academic rank.~~

~~14.10~~ ~~The Faculty Senate shall report its proceedings to the faculty on a timely basis, shall distribute in advance its schedule of meetings, and shall inform the faculty of significant issues coming before it. At the request of one-third of the Faculty Senate membership present, any matter must be submitted to the faculty for consideration, either by mail ballot or at a faculty meeting.~~

~~*Amendment approved by University Council on 04/30/2008.*~~
~~*Article 14.2.2.1 amendment approved by University Council on 05/02/2012.*~~
~~*Article 14.6.3.10 amendment approved by University Council on 10/08/2014.*~~
~~*Article 14.5 amendment approved by University Council on 02/03/2016.*~~

ARTICLE 15:
ACADEMIC COUNCILS AND COMMITTEES OF THE UNIVERSITY

15.1 Principles Governing Curriculum Development

15.1.1 Responsibility for the university's curriculum is vested in its faculty. As the university's body of learned scholars, the faculty shall have primary, determinative influence over matters of curriculum policy.

15.1.2 All councils, boards, or committees dealing principally with curriculum matters shall consist primarily of faculty members. Final decisions regarding curriculum, wherever made in the university, shall be made by a committee on which at least a majority of the voting seats are held by faculty.

15.1.3 Consistent with the maintenance of university and college curriculum standards, policies with respect to particular components of the curriculum shall be made by those faculty associated with the academic units responsible for the delivery of those components.

15.1.4 It is the responsibility of university-level curriculum bodies to define university-wide criteria and guidelines governing degrees offered at each academic level. It is the responsibility of the colleges and their departments to define and develop their individual degree programs within those criteria and guidelines.

15.1.5 Final decisions on matters of curriculum shall be made by the curriculum council or committee in whose jurisdiction the decision appropriately falls. All curriculum decisions involving course content, description, titles, and numbers shall be considered and resolved at the department, and college level. Curriculum decisions involving general education, course duplication or overlap between colleges, cross-college concerns, or university standards shall be resolved at the university level. Curriculum decisions requiring notification or action of the Board of Trustees or of the Board of Higher Education shall be finalized by appropriate action at the university level prior to submission to the board.

15.2 Development of the Instructional Program

15.2.1 Final campus responsibility for the development of the university's instructional program shall reside in the university faculty. To enable the faculty to discharge that responsibility, and to assure appropriate input from students and administrative officers, the following structure is established to make instructional program decisions. It shall be the responsibility of the University Council to see that this structure operates effectively and to assure coordination among its component parts. Nothing set forth in this bylaw should be interpreted as giving the University Council final authority to review and revise the decisions appropriately made by the academic councils and committees established by these bylaws.

15.2.2 University Structure for Instructional Program Policy

15.2.2.1 The University Council shall discharge its responsibilities for scholarly programs through three academic councils: the Academic Planning Council, the Baccalaureate Council, and the Graduate Council. All other university-level councils, boards, and committees responsible primarily for curriculum-related decisions shall work under the jurisdiction of one of these three councils.

15.2.2.2 When any two or more of the university academic councils share concurrent curricular jurisdiction, it shall be the responsibility of the University Council to insure that mutually satisfactory procedures for considering and approving curricular proposals falling within the shared jurisdiction are developed by the affected councils.

15.2.2.3 Faculty membership on the university academic councils shall be based on a combination of representation of colleges, representation based on the proportionate number of faculty within each college, and representation of degree programs. The faculty to be represented shall be those regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, including department chairs but excluding members of the president's staff and the executive vice president and provost's staff, deans, members of the deans' staffs, and members of the supportive professional staff. Regular faculty members are those whose contracts do not carry the designation "temporary" or "adjunct."

15.2.2.4 The ratios for representation on the academic councils shall be reviewed by the Faculty Senate-University Council Rules, Governance and Elections Committee prior to the University Council election in those years which are multiples of three, and the distribution of membership shall be adjusted if need be.

15.2.2.5 No department shall have more than one faculty representative on any one academic council at any one time, except that, for the Graduate Council, the dean of the Graduate School may appoint a second representative from an academic department in apportioning the three additional seats if, in the dean's judgment, an additional representative is merited from a college in which each academic department is already represented on the council.

15.2.3 College Curriculum Structure

15.2.3.1 Each college shall discharge its curriculum responsibilities through its college curriculum committee.

15.2.3.2 Colleges with departments shall provide for the participation of those units in the development of the curriculum components for which they are responsible.

15.3 Academic Planning Council

15.3.1 Composition

15.3.1.1 Faculty Representation

(A) Fourteen faculty representatives shall be chosen as follows: two each from the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, and Visual and Performing Arts; one from the College of Law; three from the College of Liberal Arts and Sciences (one each from the areas of the humanities, the social sciences, and the other sciences).

(B) Faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. They shall serve three-year staggered terms beginning in the fall semester. If no elected faculty representative is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as ex officio, nonvoting member. No department shall have more than one faculty representative at any one time.

15.3.1.2 Student Representation

(A) Two students, one undergraduate and one graduate, shall be appointed annually as voting members of the council. The appointments shall be made by the president of the Student Association from a list of nominees submitted by the college student advisory committees. Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college. Terms of office for student members shall begin at the beginning of the fall semester; no such term shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

15.3.1.3 Administration Representation

(A) The executive vice president and provost who shall serve ex officio.

(B) The following, or their designees, shall serve ex officio, without vote:

- vice provost for undergraduate academic affairs;
- vice president for research and innovation partnerships;
- vice provost for institutional effectiveness;
- vice provost for resource planning;
- dean of the University Libraries;

- dean of the Graduate School;
- director of the office of Institutional Research;
- director of accreditation, assessment and evaluation;
- director of decision support and analysis.

(C) Others who may be directly involved in issues concerning academic programs may assist the committee as resource personnel.

15.3.2 Chair

15.3.2.1 The executive vice president and provost shall serve as the chair of the council and shall vote when necessary to break a tie vote.

15.3.2.2 The faculty representatives on the council shall elect from among their members a faculty representative who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

15.3.3 Duties -- Working with the college curriculum committees, the Baccalaureate Council, and the Graduate Council, and reporting to the University Council, the council shall:

15.3.3.1 Prepare and periodically update the academic mission statement for Northern Illinois University.

15.3.3.2 Develop and periodically bring up-to-date plans and strategies to fulfill the university's academic mission.

15.3.3.3 Develop and implement procedures for the periodic review of academic programs in terms of their quality and their consistency with the institution's academic mission.

15.3.3.4 Advise the executive vice president and provost on academic priorities and strategies for the achievement of those priorities, including the establishment of priorities in budgeting.

15.3.3.5 Make recommendations to the curriculum committees of the respective colleges and to the Baccalaureate Council and the Graduate Council.

15.3.4 Academic Planning Council minutes and reports are to be distributed to all University Council and Faculty Senate members and deposited in the university archives.

15.3.5 All substantive policy recommendations are subject to University Council approval.

15.4 The Graduate Council

15.4.1 Composition

15.4.1.1 Faculty Representation

(A) One seat shall be apportioned to each graduate degree-granting college.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of eight additional seats in accordance with the ratio between the number of regular full-time members and associate members of the graduate faculty in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all colleges, this being the number reported by the office of the executive vice president and provost on January first of each year.

2. Determine an allocation of eight additional seats in accordance with the ratio between the number of graduate academic degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; options and specializations within degree programs shall not be considered as separate degree programs.

3. Each college shall receive the maximum number of seats on the Graduate Council to which it would be entitled under either formula (1) or formula (2) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above eight if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members shall be elected by and from the university faculty who are eligible to elect, or be elected as, members of the University Council and who are also members of the graduate faculties of the college each represents, for three-year staggered terms to begin at the start of the fall semester.

(D) Three additional faculty representatives shall be appointed by the dean of the Graduate School. These positions shall be apportioned to insure

adequate representation of those graduate degree programs producing the largest number of graduates and those programs offering doctoral degrees. Appointed faculty representatives shall also serve three-year, staggered terms.

(E) If, in a given year, no voting member of the Faculty Senate has been elected or appointed to the Graduate Council under the provisions of sections 15.4.1.1 (C) and (D) of these bylaws, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

(F) There shall also be one representative of the College of Law who shall be entitled to vote only on matters pertaining to the College of Law, and who shall be elected by and from the faculty of that college to serve a three-year term.

15.4.1.2 Student Representation There shall be one graduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting graduate degrees shall nominate one graduate student from its department to the college student advisory committee which shall select the college representative.

15.4.1.3 Administration Representation

(A) The dean of the Graduate School shall serve ex officio as a member of the Graduate Council.

(B) A representative of the University Libraries, appointed by the dean of the University Libraries, shall serve ex officio on the council, but shall vote only on matters pertaining to the libraries.

15.4.2 Chair

15.4.2.1 The dean of the Graduate School shall serve as the chair of the Graduate Council and shall vote when necessary to break a tie vote.

15.4.2.2 The faculty representatives on the Graduate Council shall elect from among their members a faculty representative who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

15.4.2.3 The Graduate Council chair shall be responsible for transmitting to the chair of the Baccalaureate Council, the office of registration and records, and the editor of the university catalogs curricular proposals approved by the Graduate Council for recording and publication.

15.4.3 Duties

15.4.3.1 Establish general policies for graduate study, including policies applicable to students-at-large.

15.4.3.2 Establish standards for admission, retention, and awarding graduate degrees by the Graduate School.

15.4.3.3 Promote scholarship, research, and artistic activities among faculty and graduate students, and create an environment on campus which is conducive to the pursuit of research and graduate studies.

15.4.3.4 Promote excellence in teaching among graduate faculty and encourage, where appropriate, the development of excellence in teaching among graduate students.

15.4.3.5 Promote, where appropriate, the integration of professional practice, teaching, and scholarly activity.

15.4.3.6 Approve graduate curricular proposals, including changes in graduate curriculum, submitted by departments and colleges; and approve and recommend all new graduate programs.

15.4.3.7 Subject to approval by referendum of the graduate faculty, the Graduate Council shall determine criteria for recommendations by departments and other instructional units of the university for appointments to the graduate faculty.

15.4.3.8 Request the college curriculum committees to report their decisions involving a duplication of courses for graduate credit to the chair of the council and to the executive vice president and provost.

15.4.4 Minutes and reports of the Graduate Council shall be deposited in the university archives and distributed in a timely fashion to University Council members, to Faculty Senate members, and to such others as deemed appropriate by the Graduate Council.

15.4.5 Substantive changes in policies under the jurisdiction of the Graduate Council must be reported to the University Council. If it disapproves, the University Council shall report its disapproval, together with a written statement of its rationale, to the Graduate Council. The Graduate Council shall reconsider policy changes in question and either:

(i) agree with the University Council and rescind its prior action;

(ii) modify the policy change and notify the University Council of its action; or

(iii) reaffirm its policy decision. If the council reaffirms its policy position, it shall report that action to the University Council, together with a written statement of its rationale. The policy proposal shall take effect unless disapproved by a two-thirds vote of the total membership of the University Council. The University Council shall have no authority to alter, amend, or otherwise modify a policy decision of the Graduate Council. Policy changes reported by the Graduate Council to the University Council shall be considered approved by the University Council unless that council takes action to disapprove the proposed policy within six consecutive weeks of fall or spring semester classes after receipt of the proposal from the Graduate Council.

15.5 Baccalaureate Council

15.5.1 Composition

15.5.1.1 Faculty Representation

(A) One faculty seat shall be apportioned to each undergraduate degree granting college and to the university libraries.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of nine additional seats in accordance with the ratio between the number of regular full-time faculty members in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all undergraduate colleges, this being the number based on the most current data available from office of the executive vice president and provost.

2. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; minors and emphases within degree programs shall not be considered as separate degree programs.

3. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate credit hours taught per year in each college to the total number of undergraduate credit hours taught per year in all colleges.

4. Each college shall receive the maximum number of seats on the council to which it would be entitled under either formula (1), formula (2), or formula (3) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above nine if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members representing the colleges shall be nominated by their respective college curriculum committees and elected by their respective college faculties. The university libraries faculty representative to the BCC shall be elected by the faculty of the university libraries. The elections shall be conducted before the end of the spring semester to select those faculty members whose term begins on the following August 16. Those elected shall serve three-year staggered, renewable terms.

(D) If, in a given year, no member of the council is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

15.5.1.2 Student Representation

(A) There shall be one undergraduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting undergraduate degrees shall nominate one undergraduate student from its department to the college student advisory committee which shall select the college representative.

(B) If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

15.5.1.3 Administration Representation

(A) The Vice Provost responsible for undergraduate education shall serve ex officio as a member of the council.

(B) One advisor shall be elected by and from the persons with overall responsibility for undergraduate student advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall be a voting member.

(C) The following, or their designees, shall serve ex officio, nonvoting: associate vice president for Student Affairs; director of Admissions;

Transfer Center coordinator; a representative of Educational Services and Programs appointed by the vice provost; a representative from the University Committee on Initial Educator Licensure (UCIEL).

15.5.2 Chair

15.5.2.1 The Vice Provost responsible for undergraduate education shall serve as chair of the council, and shall vote when necessary to break a tie vote.

15.5.2.2 The faculty representatives on the council shall elect from among their members a person who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

15.5.2.3 The Baccalaureate Council chair shall be responsible for transmitting curricular proposals approved by the council to the chair of the Graduate Council, the Office of Registration and Records, and the editor of university catalogs for recording and publication.

15.5.3 Duties

15.5.3.1 To establish general policies for undergraduate studies and baccalaureate programs, including university requirements for undergraduate programs of study.

15.5.3.2 To review proposed new undergraduate programs of study.

15.5.3.3 In accordance with the policies defined by the Illinois Board of Higher Education, the Board of Trustees, and the University Council, to determine undergraduate policies, regulations, and standards dealing with:

- Admission of entering freshman students;
- Admission of transfer students;
- Academic probation;
- Academic dismissal;
- Readmission;
- Reinstatement;
- Admission to impacted and restricted programs;
- Retention, both in the university and in particular programs;
- Undergraduate curricular policy;
- Student progress toward graduation.

15.5.3.4 To review college, school, and department policies regarding admission, retention, academic standards, and graduation requirements for their individual programs.

15.5.3.5 To review and approve decisions from the college curriculum committees regarding the substitution, alteration, addition, or deletion of undergraduate courses and programs not in the area of general education. Curriculum decisions involving course content, description, title and number shall only require Baccalaureate Council action or comment if they involve course duplication or overlap between colleges, cross-college concerns or university standards.

15.5.3.6 To coordinate the intercollegiate aspects of undergraduate education and encourage cooperation among units and colleges. This includes reviewing and resolving issues concerning course duplication or overlap between colleges, cross-college curricular concerns, or conflicts with university standards.

15.5.3.7 To serve as the curricular body for interdisciplinary undergraduate curricular material not located in an academic college or colleges such as UNIV and curricular offerings from the Division of International Programs and the Center for Black Studies. This responsibility includes usual curricular activity (new, revised, and deleted courses as well as other catalog changes), and review of these units' overall curricular offerings.

15.5.3.8 To receive reports from the its subcommittees regarding their work.

15.5.4 Minutes and reports of the Baccalaureate Council shall be deposited in the university archives and distributed in a timely fashion to the executive secretary of the University Council, to the executive vice president and provost, to deans of the undergraduate degree-granting colleges and the dean of the University Libraries, and to such others as deemed appropriate by the council.

15.5.5 Substantive changes in policies under the jurisdiction of the Baccalaureate Council are subject to review and potential disapproval by the University Council. The Baccalaureate Council shall report to the University Council changes that the Baccalaureate Council considers to be substantive. The University Council may also determine that it considers an issue to be substantive and subject to University Council review. To do so, at its next regularly scheduled meeting after receipt of such a report, the University Council will have the opportunity to indicate (by a majority vote of those present and voting) an intention to review an action of the Baccalaureate Council that was not referred to it. Whether an item is referred to University Council or is voted by University Council as substantive, University Council shall act on the proposal within the next two subsequent meetings. If the University Council does not, on the timetable indicated, indicate its intention to review an action and then vote on that action, then the action of the Baccalaureate Council will be deemed to be approved.

15.6 Standing Committees of the Baccalaureate Council

15.6.1 General

15.6.1.1 The Baccalaureate Council shall be assisted in its work by its standing committees. The standing committees shall be those listed in Section 15.6, plus other standing committees that the Baccalaureate Council, subject to the approval of the University Council, shall establish.

15.6.1.2 Faculty and student representative on the Baccalaureate Council shall be appointed by the council to serve on at least one of the standing committees. Such appointments shall be for one-year terms, beginning in the fall semester, renewable so long as the appointee continues to serve on the council. Should the required number of faculty members from the Baccalaureate Council be unable to serve on a particular standing committee, the Baccalaureate Council shall be empowered to select a faculty member or members to serve on that standing committee.

15.6.1.3 Faculty members appointed to a standing committee by a college curriculum committee shall serve a three-year, renewable term beginning in the fall semester. Terms of college appointees shall be staggered.

15.6.1.4 Student members on the committees shall serve one-year, renewable terms beginning in the fall semester.

15.6.1.5 Unless otherwise noted, the chair of each committee shall be named by the Baccalaureate Council from among the council's faculty members assigned to the committee. Chairs shall provide liaison between the council and the committee which they chair. They shall serve one-year, renewable terms of office beginning in the fall semester.

15.6.1.6 Recommendations from the standing committees regarding policy changes shall be forwarded, together with a written statement of the rationale for such changes, to the Baccalaureate Council for further action.

15.6.1.7 Minutes and reports from the standing committees are to be distributed to all University Council members and copies are to be deposited in the university archives.

15.6.2 General Education Committee

15.6.2.1 Composition

(A) Faculty Representation

~~1. Three faculty representatives from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.~~

~~2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.~~

~~3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences, including one from the humanities, one from the social sciences, and one from the other sciences.~~

~~4. The chair shall be elected by the voting members of the General Education Committee and shall serve a one-year renewable term beginning in the fall semester.~~

~~(B) Student Representation~~

~~1. Three student members shall be selected by the General Education Committee from nominees submitted by the student advisory committees of the undergraduate degree-granting colleges.~~

~~2. No more than one student shall be appointed from any college.~~

~~(C) Administrative Representation~~

~~1. One advisor shall be elected by and from the persons with overall responsibility for undergraduate advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall serve ex-officio without a vote.~~

~~2. The following shall serve ex-officio without a vote: the vice provost responsible for undergraduate education; the associate vice provost for academic affairs; and associate vice provost for academic assessment~~

~~15.6.2.2 Duties~~

~~(A) To monitor and evaluate the university general education program.~~

~~(B) To recommend policies and procedures to manage both the general education program as a whole, and individual components of that program.~~

~~(C) To make suggestions to colleges and departments regarding improvements that can be made in the general education curricula.~~

(D) To approve the addition or removal of courses from the general education curriculum.

(E) To oversee the improvement, including the design, of the general education program and of individual components of that program.

(F) To report its work to the Baccalaureate Council.

15.6.3 Honors Committee

15.6.3.1 Composition

(A) Faculty Representation

1. One faculty representative from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the other sciences.

4. One faculty representative shall be appointed by the faculty of the university libraries.

5. The chair shall be elected by the voting members of the Honors Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Five student members shall be selected by all students enrolled in the honors program from among the students in the program, one to be nominated to serve on the Baccalaureate Council.

(C) Administration Representation. The vice provost for undergraduate education and the director for University Honors shall be ex officio, nonvoting members.

15.6.3.2 Duties

(A) To advise the director for University Honors on the administration of the program.

(B) To monitor and evaluate the University Honors Program, and to make recommendations for its improvement.

(C) To evaluate individual components of the Honors Program and make recommendations to the colleges and departments for their improvement.

(D) To participate in the selection of the director for University Honors.

(E) To advise the director for University Honors on extracurricular components of the program.

(F) To report its work to the Baccalaureate Council.

15.6.4 Committee for the Improvement of the Undergraduate Academic Experience

15.6.4.1 Composition

(A) Faculty Representation

1. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

2. Three faculty members shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the natural sciences.

3. One faculty representative shall be appointed by the faculty of the University Libraries.

(B) Student Representation

1. Seven students shall be selected so that there are two undergraduate student members from within the College of Liberal Arts and sciences and one undergraduate student member from each of the remaining undergraduate degree-granting colleges.

2. A representative of the Student Association, appointed by the president of the Student Association, shall serve as an ex-officio, nonvoting member of the committee.

3. If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

(C) Alumni Representation. A representative from the NIU Alumni Association, appointed by that association, shall be an ex officio, nonvoting member of the committee.

(D) Administrative Representation. The following shall be ex officio, nonvoting members of the committee:

1. Vice Provost responsible for undergraduate education or designee;

2. Director of one of the special academic units focusing on minority student concerns; (The Executive Vice President and Provost shall annually, by September, designate the director who is to serve on the committee during the academic year.)

3. Associate vice president for student affairs or designee;

4. A representative from Housing and Dining appointed by the executive director;

5. Director of University Honors.

(E) Chair. The chair shall be elected by the voting members of the Committee for the Improvement of the Undergraduate Academic Experience.

15.6.4.2 Duties

(A) To monitor and evaluate the campus environment from the perspective of its compatibility with, and support for, the learning process and the development of an appreciation for learning, and to recommend to the University Council policies and programs to strengthen that environment.

(B) To act as an advisory board for the First- and Second-Year Experiences.

(C) To establish policies and procedures and select the recipients for the annual awards recognizing innovative teaching practices and outstanding undergraduate educators at NIU.

(D) To monitor and evaluate undergraduate mentoring programs as well as initiatives involving NIU alumni and students and recommend appropriate changes as necessary.

(E) To report its activities and recommendations related to purpose and duties to the Baccalaureate Council.

15.7 Committee on Initial Educator Licensure

15.7.1 Composition

15.7.1.1 Faculty Representation There shall be one representative from each initial licensure program. Cross-listed or administratively combined programs shall be allocated one voting member for their combined programs. Representation may be granted, at the discretion of the committee, to departments that provide service courses for initial educator licensure programs or have administrative responsibility for special endorsement areas. Each licensing college shall have the responsibility and authority to determine who may serve as program representatives. Each of these representatives shall be elected annually by the faculty of the department having administrative responsibility for the program being represented and shall serve until replaced.

15.7.1.2 Clinical Placement Representation There shall be one clinical placement representative from each licensing college and each representative shall have one vote.

15.7.1.3 Student Representation There shall be one student representative. The student representative shall have one vote. The student representative must be admitted to, and enrolled in, an approved initial educator licensure program. The committee shall determine the method of selection of the student representative, who shall serve a term of one year beginning August 16 or as soon as approved thereafter.

15.7.1.4 Administrative Representation The following, or their designees, shall be ex officio nonvoting members of the committee: The vice provost responsible for undergraduate education, the dean of each college housing an initial educator licensure program, the dean of the Graduate School, the director of the Office of Registration and Records, the Transfer Center coordinator, the catalog editor and curriculum coordinator, the associate vice provost for educator licensure, the university licensure officer, the associate director for educator licensure, the associate director for the edTPA, and the associate director for professional development schools. Each administrative representative shall serve as long as he or she holds his or her office.

15.7.2 Chair and Other Officers Each spring the committee shall elect a faculty representative to serve as chair-elect commencing with the start of the following academic year.

The chair-elect shall serve one year in that capacity, then serve as chair for one year, and then be designated as past chair for one year. The chair shall serve as presiding officer of the committee. In the absence of the chair, the chair-elect shall serve as chair: in the absence of both the chair and the chair-elect, the past chair shall serve as chair.

The committee shall elect other officers, and establish committees, as it deems necessary for its operation.

15.7.3 Duties Each faculty representative, or his/her designee, shall serve as the official program contact person for the educator licensure program represented.

Responsibilities of the committee include reviewing all curriculum relevant to educator licensure, developing policy and procedural proposals specific to initial educator licensure and reviewing and advising on preparation of reports for relevant external accreditation.

Minutes and reports of the committee will be distributed in a timely manner to members of the committee, to the Faculty Senate, and to the University Council. Substantive changes in policies under the jurisdiction of the committee must be reported to the University Council.

15.8 University Assessment Panel

15.8.1 Composition The University Assessment Panel shall consist of the following members:

15.8.1.1 Chair The Vice Provost for Institutional Effectiveness who shall serve as the chair of the University Assessment Panel; ex officio, nonvoting.

15.8.1.2 Tenured and Tenure-Track Faculty Representation Tenured and tenure-track faculty members from each of the colleges, as follows:

(A) Fourteen tenured and tenure-track faculty representatives shall be chosen as follows: One from the College of Law; two each from the Colleges of Business, Education, Engineering and Enghineering Technology, Health and Human Sciences, and Visual and Performing Arts; and three from the College of Liberal Arts and Sciences (one each from the areas of humanities, the social sciences, and the natural sciences);

(B) Tenured and tenure-track faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. They shall serve three-year staggered terms beginning in the fall semester.

15.8.1.3 Staff Representation

(A) One staff member from the student affairs units, appointed by the chief Student Affairs officer;

(B) One staff member from academic support units, appointed by the Vice Provost for Undergraduate Academic Affairs.

15.8.1.4 Libraries Representation

(A) One staff or tenured or tenure-track faculty member from the University Libraries.

15.8.1.5 Student Representation

(A) Two students, one undergraduate and one graduate, shall be appointed annually as voting members of the panel. The appointments shall be made by the president of the Student Association from a list of nominees submitted by the college student advisory committees. Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college. Terms of office for student members shall begin at the beginning of the fall semester; no such terms shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

15.8.1.5 Administration Representation

(A) One associate or assistant dean responsible for curriculum assessment, appointed by those persons; they shall serve a two-year term beginning in the fall semester;

(B) Director, Accreditation, Assessment, and Evaluation, ex officio, nonvoting, serving as an assistant chair;

(C) Associate Vice Provost for Curriculum, ex officio, nonvoting;

(D) Associate Director, Educator Licensusre and Preparation, ex officio, nonvoting.

15.8.2 Duties The duties of the University Assessment Panel shall be:

15.8.2.1 To review the university mission statement, other statements of university objectives, and state-level policies as a context for assessment;

15.8.2.2 To serve in an advisory capacity to review and provide input on activities pertaining to regional accreditation, and to support the university with preparation of assurance arguments and other initiatives conducted to fulfill accreditation mandates;

15.8.2.3 To provide advice on performance measures and benchmarks to be used externally for state approval and internally for program review processes;

15.8.2.4 To review and approve assessment plans for new programs prior to submission for IBHE review;

~~15.8.2.5 To work with the General Education Committee and the Committee on Initial Educator Licensure Preparation on assessment activities in the general education program and in initial teacher licensure programs, respectively;~~

~~15.8.2.6 To support campus-wide assessment activities to improve learning outcomes; to support programmatic assessment activities in coordination with academic program review schedule, advise departments preparing for program review, and provide input to the Academic Planning Council on assessment progress of student learning outcomes or programs under review;~~

~~15.8.2.7 To support departments and colleges preparing for the assessment component of discipline-specific accreditation reviews;~~

~~15.8.2.8 To review and update the university academic assessment plan to make recommendations for funding support for expanded assessment activities of departments and colleges.~~

~~15.9 Committee for Academic Equity and Inclusive Excellence (CAEIE)~~

~~15.9.1. Composition~~ ~~Membership of the committee shall consist of the following:~~

~~Chief Diversity Officer, ex officio, nonvoting;~~
~~Director, Center for Black Studies, ex officio, voting;~~
~~Director, Center for Latino and Latin American Studies, ex officio, voting;~~
~~Director, Center for the Study of Women, Gender, and Sexuality, ex officio, voting;~~
~~Director, Center for Southeast Asian Studies, ex officio, voting;~~
~~Director, Disability Resource Center, ex officio, voting;~~
~~Director, Asian American Studies Certificate, ex officio, voting;~~
~~Representative from the Office of the Vice Provost for Undergraduate Academic Affairs, nonvoting;~~
~~Representative from the Division of Student Affairs, nonvoting;~~
~~One faculty member from each degree-granting college, voting;~~
~~One equity team leader from each degree-granting college, voting;~~
~~Director, Testing and Academic Affairs Research Support, ex officio, nonvoting;~~
~~One supportive professional staff member, voting;~~
~~One curricular associate dean, nonvoting;~~
~~One undergraduate and/or graduate student, voting.~~

~~Faculty and staff members shall be appointed to serve three-year staggered terms beginning in the fall semester, not to exceed two consecutive terms. All other members, or their designees, shall serve continuous terms. Members shall be appointed by the Provost.~~

15.9.2 Chair The chair position of the committee will be held by the Chief Diversity Officer, and the directors of the academic diversity centers may serve as co-chairs as needed.

15.9.3 Duties The duties of the committee shall include the following:

1. To identify academic achievement gaps among all students;

2. To identify and implement effective, sustainable, and measurable intervention strategies to ensure equity for all students;

3. To monitor academic achievement among students from underserved populations;

4. To develop criteria by which the Human Diversity degree requirement will be satisfied;

5. To promote multicultural curriculum transformation on campus in partnership with Office of Student Engagement and Experiential Learning (OSEEL) and academic diversity centers by establishing faculty-mentored student research opportunities that impact diverse communities and transform curricula;

6. To advise the provost and university bodies on multicultural curriculum transformation issues;

7. To submit an annual report on activities of the committee to the provost;

8. To regularly monitor available data on undergraduate student participation in multicultural and diversity centered academic programs, minors, and certificates;

9. To support collaboration between academic centers' minors and certificates and NIU PLUS pathways;

10. To provide opportunities for faculty participation in academic diversity programs and initiatives.

Article 15 amendment to reflect current position titles per University Council approval of identical Committee Book updates 09/07/2011, 10/05/2011, 11/02/2011.
Article 15.9.3(2) amendment from "annual" to "biennial" institute approved by University Council on 11/07/2012.
Article 15.6.4.2 amendment to add paragraph (H) approved by University Council on 05/01/2013.
Articles 15.8.1 and 15.9.1 amendments approved by University Council on 12/03/2014.
Article 15.3.1.3 (B) amendment approved by University Council on 10/07/2015.
Articles 15.5 and 15.6 amendments approved by University Council on 04/06/2016.
Article 15.3.1.3(B) amendment approved by University Council on 10/05/2016.
Article 15.9 amendment approved by University Council on 02/01/2017.
Articles 15.3.1.3(B), 15.5.1.3(C), and 15.8 amendments approved by University Council on 01/31/2018.
Article 15.7 amendment approved by University Council on 10/10/2018.

ARTICLE 16:
THE COLLEGES

The mission of the university -- the discovery and dissemination of knowledge -- is achieved through the work of the university's academic agencies: the schools and departments which are the focal points for instruction, academic research, and artistry; and the institutes, centers, and programs which marshal resources for the discovery, transmission, and application of knowledge and understanding. Most of all, the mission of the university is achieved through the efforts of its faculty and their attendant staff and support systems. The organizational units which link these resources together, coordinate their work, stimulate and reward their achievements, and foster the sense of community so unique and vital to academe are the colleges.

The colleges are unified by their instructional and scholarly orientation. They are responsible for promoting the spirit of the teacher/scholar, nurturing a climate conducive to inquiry, fostering intellectual freedom, and stimulating the pursuit of excellence in the transmission of knowledge. The colleges provide the essential community--the organizational structure and the framework for intellectual interaction--that makes the academic enterprise operational. The colleges, then, are a basic mechanism through which the faculty discharges its prerogatives and responsibilities.

16.1 Standing Committees of Colleges Containing Academic Departments

16.1.1 The College Council

16.1.1.1 Composition The college council shall consist of tenured faculty of the college. There shall be a minimum of one member from each department elected by and from the faculty of that department. Additional eligibility criteria shall be determined by the faculty of the college. The dean of the college shall serve as chair and shall be responsible for preparing an agenda for council approval.

16.1.1.2 Duties

(A) To act in an advisory capacity to the dean of the college on policy with respect to academic activities of the college;

(B) To serve as the college personnel committee and advise the dean of the college concerning salaries, promotions, tenure, and sabbatical leaves;

(C) To make recommendations to the University Council concerning the policies of the college and the university;

(D) To select the college council's representatives from that college to the University Council Personnel Committee. Each such appointee must not be a department chair nor a member of a department one of whose members is already serving on that committee.

(E) To exercise all of the functions assigned to the college personnel committee by these bylaws.

16.1.1.3 Minutes Minutes of each college council meeting shall be distributed in a timely fashion to the faculty of the college.

16.1.2 The College Senate

16.1.2.1 Composition The college senate shall consist of the department chairs of the college, the dean of the college, and such additional academic personnel as the dean shall deem appropriate and necessary to the work of the senate. The dean, or the dean's designee, shall serve as chair of the senate and be responsible for preparing the agenda.

16.1.2.2 Duties The college senate shall consider and review administrative matters of the college and advise the dean of the college on such matters.

16.2 Standing Committees of All Colleges

16.2.1 The College Curriculum Committee

16.2.1.1 Composition The composition of the college curriculum committee shall be determined by the regular full-time faculty within each college. The dean, or the dean's designee, shall serve as chair of the committee.

16.2.1.2 Duties

(A) Be responsible for studying, approving, disapproving, or returning for revision all proposals submitted by members of the college faculty or by department curriculum committees for establishing new courses, programs, or curricula, for deleting or substituting courses, and for changing existing courses, programs, or curricula.

(B) Submit all college proposals involving the general education program and new or revised undergraduate programs to the Baccalaureate Council or its appropriate standing committee with its recommendations.

(C) Submit all proposals involving new or revised graduate programs to the Graduate Council.

(D) Submit all proposals involving changes in the curriculum of the College of Law to the faculty of that college.

(E) Initiate curricular proposals.

(F) Subject to Section 15.1.5 of these bylaws, have final authority for the

substitution, alteration, addition, or deletion of courses other than those involving the general education program. It shall report final recommendations on undergraduate curriculum matters to the Baccalaureate Council's standing committee on curriculum, and, on graduate curriculum matters, to the Graduate Council.

16.2.2 The Student Advisory Committee

16.2.2.1 Organization

(A) Each college shall establish a student advisory committee and shall provide a constitution or set of bylaws governing the role, organization, operation, and duties of such body.

(B) Each college shall keep on file, in the college office and in the office of the Student Association, an up-to-date copy of its student advisory committee constitution or bylaws where it is available for student inspection.

(C) Each college shall transmit, on or before October 15 of each academic year, a list of the officers and members of its student advisory committee for that year to the Student Association and to the executive secretary of the University Council.

16.2.2.2 Composition The composition of each college student advisory committee shall be determined by the student advisory committee constitution or bylaws of that college.

16.2.2.3 Duties The duties of the college student advisory committees shall include, but need not be restricted to, the following:

(A) Advise the dean of the college on all matters of direct concern to students.

(B) Advise the student representatives from the college to the University Council on matters of direct concern to students.

(C) Nominate or appoint student members to university committees, councils, and boards.

(D) Screen and select the student member nominees for the University Council.

16.3 Standing Committees of Colleges Without Academic Departments

16.3.1 College Personnel Committee

16.3.1.1 Composition The composition of the college personnel committee shall be determined by the regular, full-time faculty within each college. The dean of the college may be a nonvoting member of the committee and may serve as chair. The chair shall be responsible for preparing an agenda for the committee's approval.

16.3.1.2 Duties

(A) Be responsible for exercising all of the functions assigned to a college personnel committee by these bylaws.

(B) Exercise such other powers and duties as may be assigned to it by the regular, full-time faculty within the college or by the dean of the college.

ARTICLE 8: *(formerly Article 17)*
OTHER STANDING COMMITTEES OF THE UNIVERSITY

8.1 Athletic Board

8.1.1 Composition The Athletic Board is directly responsible to the president of the university. It shall consist of the following members:

- One faculty member from the College of Law to be selected by the faculty of that college and one faculty member from each of the other degree-granting colleges selected by the respective college councils;
- One member of the University Libraries faculty selected by that faculty;
- Two students selected by the Student Association with two colleges represented;
- One male and one female student athlete selected by the Student Athlete Advisory Council (SAAC);
- One member of the Alumni Association selected by the Alumni Association;
- One member of the operating staff selected by the Operating Staff Council;
- One member of the supportive professional staff selected by the Supportive Professional Staff Council;
- One nonvoting member from the Huskie Athletic Fund selected by the Huskie Athletic Fund.
- In addition, the associate vice president/director of athletics and the university general counsel shall be ex officio, nonvoting members.

With the exception of student representatives, members shall serve three-year staggered terms. Student members shall be appointed annually. All members shall be eligible for reappointment.

The faculty athletics representative shall serve as the chair of the Athletic Board, ex officio, voting.

8.1.2 Duties

8.1.2.1 The board shall assume responsibility for directing the policies through which intercollegiate athletics, both men's and women's programs, shall function as a university activity. In performing this responsibility, the board shall develop and implement procedures for the periodic review of athletic programs in terms of their quality and their consistency with the institution's academic mission.

8.1.2.2 The board shall assure equity between men's and women's intercollegiate athletic programs.

8.1.2.3 The board and the associate vice president/director of athletics shall assume the following responsibilities relative to the preparation and submission of budgets for the operation of the programs:

(A) The associate vice president/director of athletics shall prepare budgets of finances needed to operate the programs; the budgets shall include intercollegiate sports with recommendations concerning amounts to be assigned to various sports, administrative, and support activities. The budgets shall be submitted in writing to the Athletic Board. Copies of the complete budgets shall go to all coaches prior to submission to the Athletic Board.

(B) The coaches of the various sports shall appear before the Athletic Board, at the request of the board or at their own request, to explain budget items before the budgets are approved by the board and submitted to the president and the president's staff. Any major changes in the budgets shall be approved by the Athletic Board.

(C) The associate vice president/director of athletics shall submit to the Athletic Board an accounting of all funds received and expended.

8.1.2.4 The board shall establish scheduling policies and parameters. The board will monitor compliance with those policies and parameters and review the impacts of scheduling on missed class time, academic performance and other outcomes.

8.1.2.5 The board shall have the responsibility to review matters pertaining to awards and their costs, and issues regarding eligibility, travel, medical responsibilities, public relations, ticket sales, seating accommodations, and other items dealing with intercollegiate athletic programs.

8.1.2.6 Minutes shall be kept of all board meetings.

8.1.2.7 The board shall distribute minutes and reports to University Council members. Substantive changes in policy shall be submitted to the University Council for approval. Approved minutes shall be deposited in the university archives.

8.1.3 Executive Committee

8.1.3.1 The Athletic Board shall appoint an executive committee comprised of the chair, the chairs of the standing committees, and such other persons as the board shall determine.

8.1.3.2 The executive committee shall be chaired by the chair of the board.

8.1.3.3 The committee shall advise the chair between meetings of the board, review and make recommendations to the board regarding recommendations made by administrators of the intercollegiate athletic program, develop the agenda for Board meetings, insure the development of adequate background information

for the board on matters expected to be put on the board's agenda, and perform such other duties as may be assigned to it by the board.

8.2 University Benefits Committee

8.2.1 Composition

8.2.1.1 The University Benefits Committee is directly responsible to the president and shall consist of:

(A) A chair, elected by and from the committee;

(B) Two faculty members appointed by the president upon the recommendation of the Faculty Senate;

(C) Two operating staff members appointed by the president upon the recommendation of the Operating Staff Council;

(D) Two supportive professional staff members appointed by the president upon the recommendation of the Supportive Professional Staff Council;

(E) One representative of the administration, appointed by the executive vice president and provost;

(F) Senior administrator responsible for human resource services or designee;

(G) One member from the retired employees, appointed by the NIU Annuitants Association;

(H) One member from the Faculty Senate Faculty Rights and Responsibilities Committee, as liaison;

(I) The manager of insurance and employee benefits and others who may be directly involved in the administration of employee benefits may assist the committee as resource personnel.

8.2.1.2 The committee chair and secretary shall be elected by and from members of the committee at the first committee meeting in the fall.

8.2.1.3 The term of office for faculty, operating staff, and supportive professional staff members shall be three years, staggered, beginning in the fall semester. Representatives of the administration shall serve until their successors are appointed.

8.2.2 Duties

8.2.2.1 To act as an advisory body to the president on any and all employee benefits pertaining to faculty, operating staff, and supportive professional staff.

8.2.2.2 To review present benefit plans and proposals received from the University Council, the Operating Staff Council, Supportive Professional Staff Council, and the committee itself.

8.2.2.3 To make recommendations to the president concerning employee benefits.

8.3 Campus Security and Environmental Quality Committee

8.3.1 Composition

8.3.1.1 The committee shall have the following members:

(A) The executive vice president and provost; the vice president for administration and finance; the associate vice president for student affairs; and the vice president for enrollment management, marketing and communications, or their designees;

(B) The chair of the ~~Faculty Senate~~-University Council ~~Committee on Resources, Space, and Budgets~~, the associate vice president of facilities planning and operations; the chief of police; the director of parking services; the director of environmental health and safety; and the campus planning coordinator, or their designees;

(C) Two faculty appointed to serve two-year staggered terms by the Faculty Senate from nominees submitted by the college councils, the Library Council, and the faculty of the College of Law; two operating staff appointed to serve two-year staggered terms by the Operating Staff Council; and two Supportive Professional Staff appointed to serve two-year staggered terms by the Supportive Professional Staff Council;

(D) Four students appointed to serve one-year terms, including one resident undergraduate student, selected by the Residence Hall Association; one graduate student, selected by the Graduate Council; one Greek Community student selected by the president of the Student Association; and one commuting student, selected by the president of the Student Association;

(E) A representative of the City of DeKalb, appointed by the City Manager.

8.3.2 Duties The Campus Security and Environmental Quality Committee shall meet on a regular basis and shall advise the president, or his/her designee, on matters involving the security (including personal and property security) of the university community and protecting and enhancing the interior and exterior quality and security of the campus environment. Membership on the committee shall assure broad and balanced representation of the university community and its geographic regions (e.g., Greek row, residence halls, parking areas, classrooms). The chair of the committee shall be appointed by the president from its membership.

8.4 University Advisory Committee (UAC) to the Board of Trustees

8.4.1 Composition

8.4.1.1 The committee shall consist of the president of the Faculty Senate, the presidents of the Supportive Professional Staff Council and the Operating Staff Council, and three additional faculty members selected to represent the faculty's multiple roles in the university, particularly those in teaching, research, and service. These faculty shall be nominated by the ~~Executive Secretary~~ chair of the University Council and confirmed by the University Council. They shall serve three-year staggered terms. In the event of a mid-term vacancy in a faculty position, the ~~Executive Secretary~~ University Council chair shall nominate a person to fill the remainder of that term with the nomination confirmed by the University Council. In the nomination of the faculty representatives, the ~~Executive Secretary~~ University Council chair shall consult with the Faculty Senate.

8.4.2 Duties

8.4.2.1 The Board of Trustees expects the president to meet regularly with the University Advisory Committee. The president shall keep the University Advisory Committee informed of and shall seek and receive advice from it about matters coming before the Board of Trustees. The University Advisory Committee may appoint one or two of its members to serve as liaison to each of the working committees of the board. A University Advisory Committee liaison, or a spokesperson chosen by the University Advisory Committee because of expertise on a specific issue, will be recognized at a regularly scheduled point on the committee agenda.

8.4.2.2 The committee shall be accountable to the University Council. Members of the committee shall also be accountable to their specific university organization--Faculty Senate, Operating Staff Council, or Supportive Professional Staff Council.

8.5 Faculty Representative to the Illinois Board of Higher Education

8.5.1 The Faculty Senate shall elect a tenured faculty member to serve on the Faculty Advisory Council to the Illinois Board of Higher Education. The person so elected shall serve a four-year, renewable term beginning at the start of the fall semester. The person shall receive annual compensation equal to one month of the median salary of all tenured faculty. If not otherwise a member, the person shall serve as an ex officio nonvoting member of the Faculty Senate and the University Council.

8.6 Membership on Standing Committees of the University

8.6.1 Appointment to Standing Committees Appointment to standing committees and to other university committees which require approval or consent of the University Council will follow the procedure below:

8.6.1.1 The ~~Executive Secretary~~ University Council chair of the University Council shall notify the eligible faculty of the available positions by written announcement.

8.6.1.2 Departmental representatives to their college councils shall submit to their respective college councils the names of interested applicants for their particular positions, together with any additional nominees of their choice. In a college without departments or a college council, the faculty as a whole shall act as both department and college council.

8.6.1.3 The college councils concerned will consider the list of applicants and nominees, together with any choices of their own, and make appropriate recommendations directly to the University Council for action according to established procedure. The recommendations of each college council shall attempt to represent equitably minorities and women within the college.

(A) In case a position is identified as being from the university-at-large, one candidate may be recommended to the University Council by each college council, together with a brief statement concerning the special qualifications of each nominee.

(B) In case a position is identified as representing a specific college, not more than two candidates will be recommended to the University Council.

8.6.1.4 The ~~executive secretary~~ chair of the University Council, upon receipt of nominations from the colleges, will solicit from each nominee a brief statement indicating the nature of the nominee's interest in the committee and qualifications for appointment.

8.6.1.5 The ~~Steering Committee of the~~ University Council shall examine the qualifications of the nominees and recommend to the University Council those nominees who seem best qualified. The recommendations of the ~~Steering~~

~~Committee~~ University Council shall attempt to represent equitably the minorities and women nominated to the council. The council shall then make the final choice for recommendation to the president.

8.6.1.6 Where the appointee to a committee is required to be a member of the University Council, the nomination shall be made ~~by the Steering Committee and forwarded~~ to the University Council for approval, together with a brief statement concerning the special qualifications of the nominee.

8.6.1.7 When a need arises for an immediate nomination, the ~~Steering Committee~~ University Council shall have the authority to make the nomination itself. ~~The Steering Committee shall decide when such a need has arisen and shall be prepared to justify such decision to the University Council.~~ A person nominated under this provision shall be authorized to assume the responsibilities of the position immediately, subject to final confirmation by the University Council at the earliest possible meeting of the council.

8.6.2 Designation of Alternates to Standing Committees of the University and Other University Committees

8.6.2.1 Should a member of a standing committee of the university or other university-wide committee be unable to attend a meeting of the committee or temporarily be unable to serve on the committee for a period of time not to exceed nine weeks, such member may designate a qualified alternate from the members of the constituency represented. Each committee shall, at the beginning of each academic year, approve working rules specific to that committee with respect to the determination of alternate members. The designated alternate shall have the same prerogatives as the regular member.

8.6.2.2 Should a member be unable to complete a term of office or be unable to serve on the committee for a period of time in excess of nine weeks, a replacement shall be selected in the same manner in which the regular member was selected, and shall serve until such time as the regular member is able to return to the committee or until the beginning of the next term of office.

8.7 General Provisions for University Committees

8.7.1 Representation If the established procedure for selecting members of any governance, personnel, or academic council or committee at the university level does not, in an individual instance provide for an appropriate representation of women and of minority members, the administrative officer responsible for the council or committee's operation shall, with the advice and consent of the members of the council or committee, make such appointments as are necessary to achieve such representation subject only to the availability of eligible women and minorities to serve. Any person appointed under this provision shall have qualifications appropriate for service on the council or

committee, shall serve a term of no more than one year, and shall be eligible for an additional term.

8.7.1.1 When the established procedures for the selection of faculty representation on such committees do not provide for an appropriate representation of women and of minority faculty members, such representation shall be achieved only by the appointment of persons holding faculty rank and shall be subject only to the availability of eligible women and minorities to serve.

8.7.1.2 It shall be the responsibility of the ~~executive secretary~~ chair of the University Council to monitor the membership of university committees to assure compliance with the provisions of this section.

8.7.2 Quorum Requirements A quorum for all committees directly or indirectly related to the University Council shall consist of a majority of the voting members. Exceptions to this rule must be expressly approved by the University Council. (See Article ~~1~~8.6.2.1 for designation of alternates to standing committees of the university and other university committees.)

8.7.3 Student Representation When a college student advisory committee, or other body, is directed by these bylaws to submit a list of nominees for the appointment of students to a university committee, and fails to do so within one month of the date on which it receives notification of the need for such nominees, then the Student Association may submit a list of nominees for that appointment. Such nominees must be students whose declared major is in the college to be represented or who otherwise are members of the constituency to be represented.

Amendment approved by University Council on 04/09/2008.
Amendment approved by University Council on 04/30/2008.
Amendment approved by University Council on 3/25/2009.
Amendment approved by University Council on 1/27/2010.
Editorial update made to reflect current position title per University Council approval of identical Committee Book update 11/02/2011.
Editorial correction made to 17.3.1.1 (D), Residence Hall Council to Residence Hall Association 11/27/2012.
Amendments approved by University Council on 12/04/2013.
Editorial updates made to reflect current position title on 02/04/2014.
Amendment to reflect current position titles approved by University Council on 04/02/2014.
Amendment approved by University Council on 10/07/2015.
Amendment to Article 17.1 approved by University Council on 10/05/2016.

ARTICLE 9: *(formerly Article 18)*
ADMINISTRATIVE COMMITTEES

9.1 Council of Deans

9.1.1 Composition

9.1.1.1 The council of deans shall consist of: the executive vice president and provost, chair; the vice provosts; the deans; the dean of the University Libraries and such additional academic personnel as the executive vice president and provost and deans shall deem appropriate and necessary to the work of the council.

9.1.1.2 The council members are directly responsible to the executive vice president and provost.

9.1.2 Duties

9.1.2.1 To act as an advisory body to the executive vice president and provost concerning all matters relating to university administration as it affects academic matters.

9.1.2.2 To serve as a liaison body between the units of the university that they represent and among constituent parts of their respective units.

9.1.2.3 To initiate policy and to transfer recommendations of academic policy to the president's staff and the University Council.

Then NIU Bylaws, Article 18, amendment approved by University Council on 04/03/19.

ARTICLE 10: *(formerly Article 19)*
ADMINISTRATIVE AND FACULTY APPOINTMENTS

10.1 All administrative appointments are made by the Board of Trustees upon the recommendation of the president.

10.2 Notice of Vacancies Information concerning college- and university-level administrative positions, when newly created or vacated, shall be disseminated to the university community by the person responsible for making the initial recommendation of appointment to fill the position.

10.3 Recruitment, Appointment, and Performance Review of Academic Administrators and Vice Presidents

The usual procedures for recruitment and appointment of academic administrators and vice presidents shall involve a search committee from the appropriate constituencies. Nominations to the search committee shall attempt to include appropriate representation of women and minority groups. The appointing or nominating officer, in consultation with the search committee, shall describe the position to be filled and the qualifications sought in a candidate.

Representatives of the faculty, students, supportive professional staff, operating staff, and the administration, when serving on the search committee, shall participate fully in all aspects of the selection process, including the development of the job description, preparation and dissemination of position announcements, candidate screening and interviewing, and determination of the final list of candidates acceptable for appointment to the position.

10.3.1 The Executive Vice President and Provost The executive vice president and provost shall serve a six-year term, renewable for additional terms of up to four years each.

10.3.1.1 Selection of an Executive Vice President and Provost The selection process for the executive vice president and provost shall be similar to that for department chairs except that:

1. the Faculty Senate or Steering Committee of the Faculty Senate shall have the opportunity to review the selection criteria prior to the advertisement of the position;

2. final candidates shall meet with the Faculty Senate, or if that is not practicable, the Steering Committee of the Faculty Senate;

3. the president of the Faculty Senate shall serve on the search committee and if the president is or will be a candidate for the position the vice president will serve instead; if the vice president also is or will be a candidate for the position, the Faculty Senate will elect a faculty senator who is not a candidate for the position to serve on the search committee;

4. and other members of the search committee shall include:

(A) Eight (8) tenured faculty members ~~(as defined in Section 2.2.1 of the Constitution)~~ to be chosen as follows: one tenured faculty member from the College of Law to be selected by the faculty of that college; one tenured faculty member from each of the other degree-granting colleges to be selected by the respective college council; one tenured faculty member of the University Libraries faculty to be selected by the Library Council;

(B) One department chair elected by and from the department chairs of the university;

(C) One dean to be selected by the Council of Deans;

(D) One supportive professional staff member from a student services unit, to be selected by the Student Services Professional Staff Advisory Committee;

(E) One representative of the supportive professional staff from an academic or student services unit to be selected by the Supportive Professional Staff Council;

(F) One representative of the operating staff from an academic or student services unit to be selected by the Operating Staff Council;

(G) Two undergraduate students, each from a different college, to be selected by the president of the Student Association from a list of two undergraduate students submitted by each college Student Advisory Committee;

(H) One law or graduate student selected by the student members of the Graduate Council in conjunction with the president of the Student Bar Association;

(I) The president of the university who shall serve as chair.

10.3.1.2 Review and Reappointment of the Executive Vice President and Provost Prior to the fall semester of the last year of the executive vice president and provost's term of service the president shall confer with the executive vice president and provost to determine whether an additional term is feasible. If the president and the executive vice president and provost agree upon the feasibility of another term, the president shall consult with the deans and the Faculty Senate separately at the beginning of the fall semester to initiate a comprehensive review of the executive vice president and provost's performance, and, subsequently, to

determine whether or not an additional term should be offered to the incumbent. This review and consultation shall be completed and the resultant decision reported no later than six weeks subsequent to the beginning of the fall semester of the last year of the executive vice president and provost's term of service. Should either the deans or the Faculty Senate prefer, the president shall initiate a selection process to secure a new executive vice president and provost. In connection with such a recommendation, the deans shall consult their college faculties or their respective college councils and college senates and inform the president concerning the advice of these bodies.

10.3.2 Deans Deans shall serve six-year terms, renewable for additional terms of up to four years each.

10.3.2.1 Selection

(A) The selection process for deans shall be similar to that for department chairs, except that the search committee shall consist of regular members of the constituent faculty elected in accordance with provisions developed by the appropriate college council or college faculty, constituent undergraduate and graduate students selected by the college student advisory committee in accordance with provisions developed by the appropriate college council or college faculty, and the executive vice president and provost who shall serve as search chair. In making its recommendations to the executive vice president and provost, the search committee shall consult with an advisory committee selected by and from the college senate, and with one selected by and from the council of deans.

(B) For the dean of the Graduate School, and the dean of the University Libraries, the process would be similar to that for the other deans, except that other appropriate faculty and student bodies would be involved. Prior to filling any such vacancy, or to conducting a comprehensive review of the performance of any such officer, the executive vice president and provost shall propose a search committee structure for that position, listing the constituencies to be represented and the number of representatives from each such constituency, to the Faculty Senate for the Senate's advice and consent.

10.3.2.2 Review and Reappointment

(A) Prior to the end of the spring semester of the penultimate year of a dean’s term of service, the executive vice president and provost shall confer with the dean to determine whether an additional term is feasible. If the executive vice president and provost and the dean agree upon the feasibility of an additional term, the executive vice president and provost shall consult separately with the current college council and college senate, or college faculty in those colleges without a college council and

college senate, prior to the end of that spring semester. To be comprehensive, this review shall include input from the faculty-at-large in that college in a format to be developed by the executive vice president and provost in consultation with the current college council and college senate, or college faculty in those colleges without a college council and college senate. This consultation shall take place prior to the end of that spring semester. This format shall guarantee the confidentiality of the faculty input. This review and consultation must be completed and the resultant decision reported no later than six weeks subsequent to the beginning of the fall semester of the last year of a dean's term of service. Should either the college council or college senate, or college faculty in those colleges without a college council and college senate, prefer, the executive vice president and provost shall initiate a selection process to secure a new dean.

(B) For the dean of the Graduate School, and the dean of the University Libraries, the process would be similar to that for the other deans, except that the review for each such position would be conducted by a committee comprised and selected in accordance with the provisions set forth in Article 10.3.2.1(B).

10.3.3 Institute, Center and Other Directors with Terms The title of the executive officer of each academic institute, center, or program in the university with a distinct, continuing allocation of general revenue funds shall be director. Directors are appointed for terms of three to six years, renewable for additional terms of up to four years each. The term is to be determined mutually by the chief administrative officer of the directorship's college or other administrative unit and an appropriate committee of faculty participating in the institute, center, or program.

10.3.3.1 Selection The selection of a new director shall involve a search committee composed of faculty and supportive professional staff persons elected by and from those regularly involved in the work of the institute, center, or program, and chaired by the chief administrative officer, or that officer's designee, of the director's college or other administrative unit. The administrative officer may, with the consent of the affected faculty and professional staff, add additional persons to serve as voting or nonvoting members of the committee. Student representation shall be included where appropriate. The committee shall recommend candidates to the administrative officer for the appointment. Candidates shall be interviewed by the executive vice president and provost. They shall also be interviewed by the Vice Provost responsible for graduate studies and research if the directorship involves graduate studies or research, and by the Vice Provost responsible for undergraduate studies if the directorship involves undergraduate studies. The executive vice president and provost and Vice Provosts may, at their option, name a designee to represent them at these interviews.

10.3.3.2 Review and Reappointment Prior to the end of the spring semester of the penultimate year of a director's term of service, the chief administrative officer of the unit or college or other unit to whom the director reports shall confer with the director to determine whether an additional term is feasible. If the chief administrative officer and director agree upon the feasibility of an additional term, the chief administrative officer shall consult separately with the appropriate faculty and supportive professional staff prior to the end of that spring semester to initiate a comprehensive review of the director's performance and, subsequently, to determine whether or not such an additional term should be offered the incumbent. This review shall guarantee the confidentiality of the faculty and supportive professional staff input. This review and consultation must be completed and the resultant decision reported no later than six weeks after the beginning of the fall semester of the last year of the director's term of service. If the participating faculty or supportive professional staff prefer, the chief administrative officer shall initiate a selection process for the purpose of securing a new director.

10.3.4 Department Chairs The title of the executive officer of each academic department in the university which has regular faculty shall be chair. Chairs are appointed for terms of three to six years, renewable for additional terms of up to four years each. The term is to be determined mutually by the dean of the college and the appropriate departmental committee.

10.3.4.1 Selection The selection of a new chair shall be conducted by a departmental search committee elected in accordance with departmental bylaws. The dean of the college, or the dean’s designee, shall chair the committee. The dean may, with consent of the department regular faculty, appoint additional persons to serve as either voting or non-voting members of the committee. Such additional appointees may include department regular faculty, faculty from the department who are not on regular appointment, staff, and students provided, however, that a majority of the voting membership of the committee are department regular faculty. Candidates shall be interviewed by the committee, representatives of the appropriate college senate, the dean of the Graduate School, and the Executive Vice-President and Provost of the University of their designees. After obtaining appropriate input from faculty, staff, students and other parties to the process, the committee shall recommend to the dean only candidates acceptable for appointment. If provided by the department’s bylaws, the committee shall poll the department regular faculty on the acceptability of candidates for the position and shall recommend to the dean only candidates receiving a majority of the votes cast. The dean shall appoint one of the recommended candidates, or not make an appointment if the dean determines that none of the available candidates is acceptable. For the purposes of this section, “department regular faculty” is used as defined in Article 2.2.1 of the Constitution.

10.3.4.2 Review and Reappointment Prior to the end of the spring semester of the penultimate year of a chair's term of service, the dean shall confer with the chair to determine if the chair wishes an additional term. The dean shall consult the department faculty prior to the end of that spring semester to initiate a comprehensive review of the chair's performance and, subsequently, to determine whether or not such an additional term should be offered the incumbent. This review shall guarantee the confidentiality of the faculty input. This review and consultation must be completed and the resultant decision reported no later than six weeks subsequent to the beginning of the fall semester of the last year of a chair's term of service. If the department prefers, the dean shall initiate a selection process for the purpose of securing a new chair.

10.3.5 Selection and Review of Associate and Assistant Officers Associate and assistant vice provosts, associate and assistant deans, associate and assistant chairs, and associate and assistant directors shall serve at the pleasure of the officer appointing them.

10.3.5.1 The selection process for associate and assistant vice provosts, deans, department chairs, and directors shall be similar to that specified for the executive vice president and provost, deans, chairs, or directors, respectively, except that the executive vice president and provost, dean, chair, or director, respectively, shall serve as chair of the search committee. The search committee shall recommend to the executive vice president and provost, dean, chair, or director, respectively, two or more candidates for the appointment.

10.3.5.2 Review and Reappointment The performance of associate and assistant officers shall be reviewed annually, with a comprehensive review conducted for each person at intervals of no more than five years. If the comprehensive review indicates significant dissatisfaction among the faculty and administrative officers with whom the associate or assistant works, the associate or assistant shall be given one more year in the position during which time a search process shall be initiated to select a successor.

An additional comprehensive review shall be conducted for each associate or assistant officer serving under a newly appointed executive vice president and provost, dean, chair, or director if more than 12 months have elapsed since the last comprehensive review of the assistant or associate. This additional review shall be conducted as soon as practicable after the newly appointed official assumes office.

10.3.6 Student Participation in Search and Review Processes If a student advisory body has been established, and is meeting on a regularly scheduled basis, for any office of academic administration covered by Article 10.3 of these bylaws, that student advisory body shall be consulted in connection with any search or comprehensive review process undertaken in connection with any administrative officer in that office. That consultation shall be undertaken by the official responsible for recommending the appointment of the officer being recruited or reviewed.

For purposes of this subsection, the Student Association shall be considered the student advisory body to the vice presidents of the university.

10.4 Other Administrative Appointments

10.4.1 Selection Process All positions with line administrative authority in any division of the university shall be filled only after a selection process conducted in full compliance with these bylaws, including a search conducted by a committee containing representation from appropriate constituencies served by the position being filled.

10.4.2 Search Committee Such a committee shall represent among its members the constituencies of the major areas affected by the office to be filled. Unless otherwise described in these bylaws, the structure of the committee to be used for each position being filled shall be stipulated by the president subject to the advice and consent of the University Council, provided the University Council does not waive its right to give advice and consent. The ~~Steering Committee of the~~ University Council shall be empowered to give such advice and consent on behalf of the University Council during the summer months when the University Council is not normally in session.

10.4.3 Review Procedure

10.4.3.1 Unless otherwise stipulated in these bylaws, the performance of each administrative officer shall be comprehensively reviewed at intervals of no more than five years. Each such review shall be conducted by a committee composed of the same representation used in the formation of the search committee which would be established to conduct the selection process to fill that position when it is vacant. A report of the review committee's findings, together with the committee's recommendation regarding the incumbent's continued service in office, shall be forwarded to the administrative officer to whom the person being reviewed normally reports and, if that administrative officer is someone other than the president, to the president.

10.4.3.2 Where no search committee of the type described in Article 10.4.2 has been used, a review procedure shall be followed in which the person to be appointed shall be reviewed by the appropriate areas concerned. Whenever possible, existing appropriate bodies of faculty and students shall be employed in the review process. For example, college-level appointments should be reviewed by college-level bodies.

10.4.4 Civil Service Positions Positions with line administrative authority which are covered by the university's civil service shall be recruited and reviewed in accordance with the provisions of the civil service system. Such positions are not subject to the provisions of these bylaws.

10.5 Acting and Other Temporary Administrative Appointments

10.5.1 If it is necessary to fill an administrative office, either because the incumbent is on leave of absence or because the office must be filled on a temporary basis while the search procedures specified in section 10.3 of these bylaws or in other university regulations are being completed, the administrative officer to whom the person to be appointed will report may appoint a temporary, acting replacement. This appointment shall be made only after consultation with the principal faculty committee and other committees routinely involved in advising the administrative office being filled. Questions regarding the appropriate committees for such consultation in any particular instance shall be resolved by the FS/UC Rules, Governance and Elections Committee.

10.5.2 When a vacant administrative office is being filled with a temporary or acting appointment, search procedures to secure a permanent incumbent for the office must be instituted within six months of such an appointment. Temporary or acting appointments made under such circumstances shall be for a term of no more than one year, and may not be renewed unless the subsequent search to fill the position fails to produce a permanent appointee.

10.5.2.1 This section of these bylaws may be waived when the office responsible for making the acting or temporary appointment is itself filled by an administrative officer holding office on an acting or temporary basis. In such instances, this section shall become operative on the date that an administrative officer who has a regular appointment as the incumbent in the appointing office assumes the responsibilities of that office.

10.5.2.2 This section of these bylaws may be waived if approval for such a waiver is obtained by the officer making the acting or temporary appointment from appropriate advisory committee and subsequently from the University Council. Questions about the appropriate advisory committee for any position shall be resolved by the FS/UC Rules, Governance and Elections Committee.

10.6 These regulations do not preclude periodic evaluations by faculty of academic administrators as may be described by department or college bylaws.

10.7 Performance Reviews

10.7.1 The President The president shall be subject to a comprehensive review of that officer's performance in office at the beginning of the penultimate year of service in the position. The comprehensive review shall be conducted under the auspices of the University Council and shall provide opportunities for input from all appropriate segments of the university community. The results of that review, together with the University Council's recommendation regarding the president's continued performance in office, shall be forwarded to the Board of Trustees. The University Council may meet in executive session to formulate its conclusions and recommendations regarding the performance of the president.

10.7.2 Vice Presidents

10.7.2.1 The president shall review annually the performance of each vice president.

10.7.2.2 A comprehensive review of the performance in office of each vice president, except for the vice president who simultaneously serves in the office of provost, shall be conducted at the start of the officer's sixth year of service in office and at the start of each fourth year thereafter. The president shall involve representatives of the appropriate campus constituencies and the University Council in the comprehensive review of each vice president, and receive reports and recommendations regarding the affected vice president's continued tenure in office.

10.7.3 Assistants to the President and Associate and Assistant Vice Presidents Assistants to the president and associate and assistant vice presidents shall serve at the pleasure of the officer appointing them. Their performance in office shall be reviewed annually, with a comprehensive review conducted for each such person at intervals of no more than five years. Appropriate constituencies from the university community shall be invited to participate in the comprehensive review process. The results of each such review, together with related recommendations regarding continued performance in office, shall be forwarded to the administrative officer to whom the person being reviewed reports.

An additional comprehensive review shall be conducted for each assistant continuing service under a newly appointed president, vice president, dean, department chair, or director if more than 12 months have elapsed since the last comprehensive review of the assistant.

10.7.4 Guidelines and procedures for the conduct of comprehensive reviews shall be determined in advance by representatives of the appropriate constituencies.

10.8 Representation on Search Committees – All Faculty and Administrative Searches

10.8.1 If the established procedures for selecting members of a university search committee do not, in an individual instance, provide an appropriate representation of women and of minority members, the administrative officer responsible for the conduct of the search, with the advice and consent of the committee, shall make such appointments as are necessary to achieve such representation and subject only to the availability of eligible women and minorities to serve.

10.8.2 When the established procedures for the selection of faculty representation on a search committee formed to recruit a president, vice president, or a dean do not provide for an appropriate representation of women and of minority faculty members, such

representation shall be achieved only by the appointment of persons holding faculty rank and shall be subject only to the availability of eligible women and minorities to serve.

10.8.3 The application of this section shall be monitored by the president for searches for vice presidents and presidential staff officers, by vice presidents for administrative officers within their respective jurisdictions, and by college deans for administrative and faculty positions within their respective colleges.

10.8.4 This provision applies to all searches undertaken to fill faculty or administrative positions within the university.

10.9 Special Exceptions to the Provisions of Article 10

10.9.1 Any necessary exceptions to the requirements stated in this article of the bylaws must be approved by written authorization from the president of the university, and shall be effective only after the university community has been notified of the exception by publication of the president's written authorization. That written authorization shall contain a statement of reasons for the exception.

10.9.2 Cases of dispute regarding the application of this article of these bylaws to individual positions of administrative authority shall be resolved by action of the University Council.

Amendment approved by the University Council 03/09/2005.

ARTICLE 11: *(formerly Article 20)*
THE UNIVERSITY OMBUDSPERSON

11.1 The Ombudsperson
The ombudsperson is a resource person whose services are available to any member of the university community. Duties of the ombudsperson include the following: Assist members of the university community in accomplishing the expeditious settlement of administrative, academic, and individual complaints or grievances; make reports and recommendations to the president concerning complaints or grievances for which no remedy has been found; report annually, in writing, to the University Council regarding the operation of the Office of the Ombudsperson, and provide an oral summary at a University Council meeting in the beginning of the penultimate year of the term.

11.2 Access to Documents
Whenever necessary to the resolution of specific complaints or grievances, the ombudsperson shall have access to all members of the university community and all university records and reports with the exception of medical, psychiatric, and psychological records which will be released only upon presentation of a notarized waiver signed by the individual whose records are requested.

11.3 The Office of the Ombudsperson

11.3.1 Appointment
The president shall appoint a person to fill the position of ombudsperson from among a list of acceptable candidates submitted to the president by the Ombudsperson Search and Review Committee (OSRC).

11.3.2 Term of Office
The ombudsperson shall serve an initial term of six years, beginning on that incumbent's first day of service in office. The ombudsperson shall be eligible for reappointment to successive four-year terms if recommended by the OSRC.

11.3.3 Responsibility
The ombudsperson shall be responsible to the president for the discharge of the duties of the office.

11.3.4 Resources
The Office of the President shall provide the Office of the Ombudsperson with appropriate financial, secretarial, and office resources to fulfill its responsibilities. The ombudsperson shall annually submit a proposed office budget to the Office of the President.

11.4 Selection of an Ombudsperson
The selection of an ombudsperson shall be conducted by the OSRC, which is established by the University Council. A selection will occur when the current ombudsperson does not wish to be considered for another term, when the OSRC fails to pass a

recommendation for another term, when the president decides not to reappoint the current ombudsperson for another term, or when other circumstances result in the position being vacant.

11.4.1 The OSRC will consist of the following:

(A) One undergraduate student appointed by the Student Association;
(B) One graduate student appointed by the Student Association;
(C) Two faculty members appointed by the Faculty Senate;
(D) One supportive professional staff member appointed by the Supportive Professional Staff Council;
(E) One operating staff member appointed by the Operating Staff Council;
(F) A representative of the university administration appointed by the president.

At the time of appointment, each appointee should expect to be available on campus for the full academic year.

11.4.2 Officers

(A) Committee chair – The committee shall select its chair from among the faculty members of the committee.

(B) Secretary – The university administration representative shall serve as secretary of the committee.

11.4.3 Voting Power
All members of the committee, including the chair, shall have the right to participate in all deliberations of the committee and to vote on all questions brought before the committee. All decisions and recommendations receiving a majority vote of the full committee membership will be deemed as passed.

11.4.4 Resources
The Office of the President shall provide the committee with appropriate financial, administrative, and other office resources to fulfill its responsibilities.

11.4.5
The committee shall insure that the constituencies served by the ombudsperson have the opportunity to interview the candidates and provide feedback to the committee regarding the acceptability of the candidates.

11.5 Review and Reappointment of the Ombudsperson

11.5.1 The performance of the ombudsperson shall be reviewed annually by the president.

11.5.2 In the beginning of the penultimate year of the ombudsperson's term, if the ombudsperson wishes to be considered for reappointment, a comprehensive review shall be conducted by the OSRC, which is established by the University Council.

11.5.2.1 OSRC
See Articles 11.4.1-11.4.4.

11.5.2.2 Duties
At the beginning of the penultimate year of the ombudsperson's term of office, the committee shall determine whether the ombudsperson wishes to be considered for an additional term.

When the ombudsperson wishes to be considered for an additional term:

(A) The committee shall conduct a review of the ombudsperson's performance in office, using the operative job description for the office as a guide. The committee shall provide appropriate opportunities for input from members of the university community. Upon conclusion of its review, the committee shall make its recommendation regarding reappointment to the University Council, and such recommendation shall be subject to University Council approval. The University Council-approved recommendation shall then be communicated to the president prior to the end of the penultimate year of the ombudsperson's term.

(B) Simultaneously with the performance review, the committee shall also review the question of the continuing need for the Office of the Ombudsperson. The committee shall give consideration to the recommendations of the Student Association, the Faculty Senate, the Operating Staff Council, and the Supportive Professional Staff Council. Upon conclusion of its review, the committee shall make its recommendation regarding the continuing need for the Office of the Ombudsperson to the University Council, and such recommendation shall be subject to University Council approval. The University Council-approved recommendation shall then be communicated to the president prior to the end of the penultimate year of the ombudsperson's term.

Amendment approved by University Council on 04/09/2008.
Amendment approved by University Council on 04/30/2008.
Editorial updates: "Ombudsman" to "Ombudsperson" made 04/20/2012.
Amendment approved by University Council on 05/01/2013.
Amendment approved by University Council on 04/03/2019.

ARTICLE 21:
ELIMINATION OF ACADEMIC PROGRAMS AND REASSIGNMENT OF FACULTY

21.1 Principles Governing Consideration of Program Elimination

Whenever elimination of an academic program is under consideration, every effort shall be made to insure that all discussions and deliberations regarding program elimination are as open and inclusive as possible. In particular, regardless of the specific mechanisms and procedures through which these deliberations occur consistent with established principles of "shared governance," all members of the university community shall be explicitly invited, in as timely a fashion as possible, to make their views known to those charged with making the recommendation regarding retention or elimination of an academic program.

21.2 Principles Governing Reassignment of Tenured Faculty

In the event that an academic program is eliminated:

21.2.1 The university shall make every effort to expedite reassignment of affected faculty to compatible units on the campus.

21.2.2 The Faculty and SPS Personnel Advisor and the Faculty Development Office shall be available to assist in making such reassignments as easy as possible for both individual faculty members and the academic units concerned.

21.2.3 The executive vice president and provost's office shall actively assist deans and chairs to help insure that all such reassignments occur with a minimum of difficulty and disruption.

Amendment approved by University Council on 04/30/2008.

ARTICLE 12: *(formerly Article 22)*
AMENDMENT OF BYLAWS

Amendment of bylaws shall be accomplished as follows:

12.1 Written notice of a proposed amendment may be presented at any regular meeting of the University Council, but no action shall be taken on a proposed amendment until at least the next regular meeting of the University Council. The waiting period may be waived by a vote of three-fourths of the members voting.

12.2 A vote on an amendment to the bylaws requires the presence of 60 percent plus one of the total voting membership of University Council. To become effective, an amendment must be approved by the greater of: a) a majority of the total voting membership of University Council; or b) two-thirds of the voting members in attendance.

Then NIU Bylaws, Article 22.2, amendment approved by University Council 03/02/2016.

FACULTY SENATE BYLAWS
NORTHERN ILLINOIS UNIVERSITY
SEPTEMBER 2019

PREAMBLE

It is essential to the character and mission of a mature university that the faculty have the primary authority and responsibility to develop, sustain, and enhance the intellectual quality and reputation of the institution and to maintain its academic integrity. In accordance with this principle, the Northern Illinois University Constitution provides for university governance as a shared process with faculty predominance in all policy decisions relating to the university curriculum, to student admissions and academic standards, and to the faculty personnel process, with active faculty participation in many other areas of university policy and operations. The Northern Illinois Faculty Senate is established, together with its related councils and committees, with the responsibility to establish, direct, and oversee academic matters ~~educational policy~~. Academic matters are defined by the purpose of the Faculty Senate in items 1-7 of this Preamble. In addition, to ensure effective faculty involvement in university governance, Article 7.3 of the University Constitution ~~and Article 14 of the University Bylaws~~ establishes a Faculty Senate as the representative body of the faculty. The purposes of the Faculty Senate are:

1. To make policy decisions relating to the faculty personnel system, to the university curriculum, and to policy decisions concerning admissions and academic standards;

~~1~~2. To promote a climate of academic freedom for the university community;

~~2~~3. To advance the instructional mission of the university by maintaining an optimal learning environment throughout the university;

~~3~~4. To encourage research and artistry and the appreciation of the intellectual values of the arts, the humanities, the sciences, and the professions;

~~4~~5. To serve as the legitimate representative of faculty concerns vis-a-vis the university administration;

~~5~~6. To define and establish standards and procedures of accountability concerning professional faculty ethics and responsibilities, and to promote adherence to those standards and procedures; and

~~6~~7. To encourage an informed, continuing, and academically responsible participation in those faculty governance roles defined in the University Constitution and Bylaws.

ARTICLE 1:
MEMBERSHIP OF THE FACULTY SENATE

1.1 Voting Members

~~1.1.1 Definition of Voting Members~~

~~The Faculty Senate shall consist of faculty members, as defined in Article 2, Sections 2.2.1 and 2.2.2 of the University Constitution. and Article 14, Section 14.2.2 of the University Bylaws.~~

1.1.~~2~~1 Election of Voting Members

Voting members of the Faculty Senate shall be elected in the following manner:

~~(A)~~ ~~All elected faculty members of the University Council, as defined in Section 1.3 of the University Bylaws, shall be voting members of the Faculty Senate. Alternates for these elected members shall be selected from the member's college. Alternates may attend and participate as voting members in the event the elected member cannot attend.~~

(~~B~~A) One member of the Faculty Senate shall be elected by and from the tenure track faculty~~, as defined in Article 1.1.1 of the Faculty Senate Bylaws,~~ of each academic department or school in the degree-granting colleges of the university, with two elected from each department or school of over 50 faculty members; and one faculty member each from the College of Law and the University Libraries. Members of the University Council may not serve as the elected Faulty Senate representative of an academic department. Alternates for elected members of the Faculty Senate shall be selected from the member's department. Alternates may attend and participate as voting members in the event the elected member is unable to attend. In addition, 10 non-tenured instructors as defined by the Instructors Collective Bargaining Agreement Article 1 shall be voting members. One instructor will be selected by each of the seven degree-granting colleges. The remaining three instructors will be selected at large. One clinical faculty will be selected by the Council of Deans. Two Supportive Professional Staff members will be selected by the Supportive Professional Staff Council. Two Operating Staff members will be selected by the Operating Staff Council.

(~~C~~B) When the Faculty Senate does not contain at least one elected faculty representative who is a member of a minority racial group the elected faculty members of the Faculty Senate shall meet and elect such a representative~~, as provided in Article 14, Section 14.2.2.3, of the University Bylaws~~. The person thus elected shall be chosen from among the faculty members of the university who are eligible for election as a faculty representative of the Faculty Senate. ~~Such election shall observe the provisions of Article 14, Section 14.2.2.3 of the University Bylaws.~~ Prior to conducting such an election, the elected faculty

representatives on Faculty Senate shall seek nominations from the college faculties and shall elect one of the persons thus nominated. The position thus filled shall be in addition to the number of seats otherwise apportioned. The faculty representative so elected shall serve a term of three years.

(C) Eleven students will have voting membership on the Faculty Senate. One student will be selected by the Student Advisory Committee from each of the six undergraduate degree-granting colleges. Two undergraduate students will be selected by the Student Government Association, two graduate students will be selected by the Graduate Council, and one College of Law student will be selected by the College of Law. Students will serve one-year terms. Students will not vote on faculty and staff personnel matters.

1.1.3~~**3**~~**2** The terms of office for all voting members of the Faculty Senate, except students, shall be for three years and shall begin July 1 of each year.

1.2 Nonvoting Members

1.2.1 Any faculty member of the University Advisory Committee (UAC) to the Board of Trustees who is not a voting member of the Faculty Senate shall be an ex officio nonvoting member.

1.2.2 If not otherwise a member of the Faculty Senate the faculty representative to the Illinois Board of Higher Education Faculty Advisory Committee shall be an ex officio nonvoting member.

1.2.3 If they are not otherwise voting members of the Faculty Senate, the faculty serving as assistant chairs of the Academic Planning Council, the Graduate Council, and the Baccalaureate Council, shall sit as ex officio nonvoting members of the Senate during their terms of office.

1.2.4 If not otherwise a voting member of the Faculty Senate, the Faculty Athletics Representative shall be an ex-officio nonvoting member.

~~**1.2.5** The two Supportive Professional Staff members of the University Council shall serve as ex officio nonvoting members.~~

FS Bylaws, Article 1 amendment approved by Faculty Senate 11/19/2008.
FS Bylaws, Article 1.1.1(B) amendment approved in order to comply with amendment to NIU Bylaws 14.2.2.1 approved by University Council 05/02/2012.

ARTICLE 2:
OFFICERS OF THE FACULTY SENATE

2.1 ~~The chair of the University Council shall also serve as president of the Faculty Senate. The chair is nominated by the Faculty Senate from the elected faculty members of the University Council and is elected by the University Council.~~ The president of the Faculty Senate shall be elected as follows:

> **2.1.1** The initial selection of candidates for the office of ~~Executive Secretary~~ president of the ~~University Council~~ Faculty Senate shall take place at the third spring semester meeting of the Faculty Senate. Any ~~faculty senator~~ Faculty Senate voting member may ~~suggest~~ nominate or second the ~~suggestion~~ nomination of a candidate. To be qualified to serve, the candidate must be an elected tenure-track faculty member of the ~~University Council~~ Faculty Senate for the current year and for the ensuing year.
>
> **2.1.2** ~~Suggested c~~Candidates for the office of ~~Executive Secretary~~ Faculty Senate president shall submit a letter of ~~intent~~ acceptance of nomination to be included with the agenda for the fourth (last) spring semester regularly scheduled meeting of the Faculty Senate.
>
> **2.1.3** An election of the ~~final candidate for nomination~~ Faculty Senate president shall be conducted by secret ballot at the last regularly scheduled Faculty Senate meeting of the normal academic year ~~of the Faculty Senate~~. All ~~faculty senators~~ Faculty Senate voting members present may cast a ballot for the candidate. If there are more than two ~~suggested~~ candidates, ~~the final nominee~~ one must receive a majority of the votes cast in order to be elected. If no candidate receives a majority, subsequent ballots will be taken removing the candidate receiving the fewest votes until ~~a candidate~~ one is ~~s~~elected.

2.2 The Faculty Senate shall elect from its voting members a vice president. The president of the Faculty Senate shall appoint a parliamentarian with the advice and consent of the Faculty Senate. The parliamentarian shall be a member of the faculty but need not be a voting member of the Faculty Senate.

2.3 The election of the vice president, and the consent of the parliamentarian appointment, shall take place at the first Faculty Senate meeting of the academic year.

2.4 The term of office for the president shall begin July 1 and shall be for one year. The term of office for the vice president and parliamentarian shall begin August 16 and shall be for one year. The vice president and parliamentarian may serve successive terms.

ARTICLE 3:
STANDING COMMITTEES OF THE FACULTY SENATE

3.1 Steering Committee

3.1.1 Composition

The Steering Committee shall be chaired by the president and shall consist of the following:

The chairs of the Faculty Senate standing committees;

The president and vice president;

With the advice and consent of the Faculty Senate, ~~A~~additional members shall be appointed by the president to include one instructor, one operating staff member, one supportive professional staff member, and one student member. ~~as appointed by the~~ In addition, the president shall ~~with the advice and consent of the Faculty Senate to~~ assure that each degree-granting college and the University Libraries are appropriately represented.

3.1.2 Duties

3.1.2.1 The Steering Committee shall advise the president between meetings of the Faculty Senate.

3.1.2.2 The committee shall prepare the agenda for distribution to Faculty Senate members prior to meetings of the Faculty Senate.

3.1.2.3 In addition, the committee shall perform other duties as are assigned to it.

3.2 Faculty Rights and Responsibilities Committee

3.2.1 Composition

The membership of the committee shall be appointed by the president of the Faculty Senate and approved by the Faculty Senate. One faculty senator will be appointed to the committee to represent each of the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts. A faculty senator representing University Libraries and a faculty senator representing the College of Law may be appointed upon their expression of interest in service on the committee. Other faculty senators may be appointed to the committee to a maximum of twelve (12) members.

3.2.2 Duties

The committee shall advise the Senate on matters and issues concerning:

Representation of the faculty in the governance of the university;

Compensation and benefits for faculty not covered by the Collective Bargaining Agreement.

Faculty participation in the development of university policies, procedures, and practices which advance the academic mission of the university and a learning environment throughout the university;

Collective and individual faculty prerogatives in university policies and procedures;

Standards and procedures of accountability concerning faculty ethics and responsibilities and adherence to those standards and responsibilities;

The climate of academic freedom for the university community and policies, procedures, and practices of the university as they affect academic freedom;

Specific academic freedom issues which warrant Senate attention;

The administration and effectiveness of the faculty grievance processes.

~~3.3 Academic Affairs Committee~~

~~**3.3.1 Composition**~~

~~The membership of the committee shall be appointed by the president of the Faculty Senate and approved by the Faculty Senate. One faculty senator will be appointed to the committee to represent each of the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts. A faculty senator representing University Libraries and a faculty senator representing the College of Law may be appointed upon their expression of interest in service on the committee. One student member of Faculty Senate will be appointed. Other faculty senators may be appointed to the committee to a maximum of twelve (12) members.~~

~~**3.3.2 Duties**~~

~~The committee shall advise the Senate concerning:~~

- ~~Problems and issues with respect to the academic mission of the university;~~
- ~~New and revised academic programs;~~
- ~~Problems and concerns regarding the academic program review process;~~
- ~~University academic priorities.~~

~~The committee shall advise and be kept informed by the provost on all matters and issues relating to summer session.~~

3.3 Faculty Senate Personnel Committee

3.3.1 Composition All voting members of the Faculty Senate Personnel Committee shall be tenured members of the faculty. The committee shall consist of members chosen as follows:

3.3.1.1 Seven members of the Faculty Senate: one each from the faculty elected to represent the colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Visual and Performing Arts, and two from among the faculty elected to represent the College of Liberal Arts and Sciences.

These members shall be appointed by the Faculty Senate prior to the selection of other members of the committee and shall serve staggered two-year terms during their membership on the Faculty Senate.

3.3.1.2 One member from each of the following college councils chosen by members of that college council: Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, and Visual and Performing Arts; such members shall not be chosen from the same academic departments as the members selected for the committee from these colleges by the Faculty Senate.

3.3.1.3 One member each from the faculty of the College of Law and the University Libraries chosen by that faculty.

3.3.1.4 The vice provost for graduate studies and research who shall serve ex officio, but who shall not vote;

3.3.1.5 The executive vice president and provost who shall serve ex officio as chair, but who shall not vote.

3.3.2 Duties – Except as covered by the Faculty Union Collective Bargaining Agreement, the Faculty Senate Personnel Committee will:

3.3.2.1 Provide the colleges and the faculty with university criteria, current policies, and compliance dates for various personnel actions.

3.3.2.2 Review and formulate recommendations regarding all proposed changes in university policy pertaining to tenure, promotion in rank, leaves-without-pay, and for sabbatical leaves for academic personnel. All such recommendations shall be reported to the Faculty Senate.

3.3.2.3 Ensure that the personnel policies and procedures of the individual colleges and of the university libraries are up-to-date, in compliance with university policies, adequate to the demands and expectations placed upon them, and properly enforced and implemented in all situations.

3.3.2.6 Formulate recommendations regarding sabbatical leave applications in accordance with the provisions of Article 12 of these bylaws.

3.3.2.7 Review and forward its recommendation to the president on each case involving promotion, tenure, or sabbatical leave in which the executive vice president and provost disagrees with a unanimous recommendation made by the college and department concerned.

3.3.2.8 Serve as an appeals board to hear and forward recommendations to the executive vice president and provost on individual cases involving:

A. Allegations of procedural violations at the college level;
B. Disagreements on a personnel decision/recommendation between a college and a department;
C. Disagreements on a personnel decision/recommendation between a dean and a college council or college personnel committee;
D. Concerns of the executive vice president and provost about a possible violation of personnel procedures or standards which was not resolved at the college level.

The definition of this review authority is further specified in Article 11.3.4 of these bylaws.

3.3.2.9 Perform such other functions as may be assigned to it by these bylaws.

3.4 Faculty Senate-University Council Rules, Governance and Elections Committee

The president of the Faculty Senate shall appoint, with the advice and consent of the senate, those members of the Faculty Senate who shall represent the senate on the Faculty Senate-University Council Committee on Rules, Governance and Elections. One member of the Faculty Senate representatives to that committee shall serve as liaison-spokesperson at meetings of the Faculty Senate and the Steering Committee of the Faculty Senate. Reports from the delegation shall be given, in the order of business, during the presentation of reports from standing

committees. The Faculty Senate representatives are responsible for running all pertinent elections affecting the Faculty Senate.

~~**3.6 Faculty Senate-University Council Resources, Space and Budget Committee**~~

~~The president of the Faculty Senate shall appoint, with the advice and consent of the Senate, those members of the Faculty Senate who shall represent the Senate on the Faculty Senate-University Council Resources, Space and Budget Committee. One member of the Faculty Senate representatives to that committee shall serve as liaison-spokesperson at meetings of the Faculty Senate and the Steering Committee of the Faculty Senate. Reports from the delegation shall be given, in the order of business, during the presentation of reports from standing committees.~~

3.~~7~~5 Other Committees

The Faculty Senate may establish whatever standing committees and special committees which it considers appropriate. The creation of additional standing committees shall be accomplished through amendments to these Bylaws. Special committees may be established by action of the Senate and do not require bylaw amendments.

FS Bylaws, Article 3.5 amendment, and deletion of Article 3.7 (Elections & Legislative Oversight Committee) approved by Faculty Senate 09/02/2015.
FS Bylaws, Article 3.1 amendment approved by Faculty Senate 09/30/2015.

ARTICLE 4:
ACADEMIC COUNCILS AND COMMITTEES OF THE UNIVERSITY

4.1 Principles Governing Curriculum Development

4.1.1 Responsibility for the university's curriculum is vested in its faculty. As the university's body of learned scholars, the faculty shall have primary, determinative influence over matters of curriculum policy.

4.1.2 All councils, boards, or committees dealing principally with curriculum matters shall consist primarily of faculty members. Final decisions regarding curriculum, wherever made in the university, shall be made by a committee on which at least a majority of the voting seats are held by faculty.

4.1.3 Consistent with the maintenance of university and college curriculum standards, policies with respect to particular components of the curriculum shall be made by those faculty associated with the academic units responsible for the delivery of those components.

4.1.4 It is the responsibility of university-level curriculum bodies to define university-wide criteria and guidelines governing degrees offered at each academic level. It is the responsibility of the colleges and their departments to define and develop their individual degree programs within those criteria and guidelines.

4.1.5 Final decisions on matters of curriculum shall be made by the curriculum council or committee in whose jurisdiction the decision appropriately falls. All curriculum decisions involving course content, description, titles, and numbers shall be considered and resolved at the department, and college level. Curriculum decisions involving general education, course duplication or overlap between colleges, cross-college concerns, or university standards shall be resolved at the university level. Curriculum decisions requiring notification or action of the Board of Trustees or of the Board of Higher Education shall be finalized by appropriate action at the university level prior to submission to the board.

4.2 Development of the Instructional Program

4.2.1 Final campus responsibility for the development of the university's instructional program shall reside in the university faculty. To enable the faculty to discharge that responsibility, and to assure appropriate input from students and administrative officers, the following structure is established to make instructional program decisions. It shall be the responsibility of the Faculty Senate to see that this structure operates effectively and to assure coordination among its component parts. Nothing set forth in this bylaw should be interpreted as giving the Faculty Senate final authority to review and revise the decisions appropriately made by the academic councils and committees established by these bylaws.

4.2.2 University Structure for Instructional Program Policy

4.2.2.1 The Faculty Senate shall discharge its responsibilities for scholarly programs through three academic councils: the Academic Planning Council, the Baccalaureate Council, and the Graduate Council. All other university-level councils, boards, and committees responsible primarily for curriculum-related decisions shall work under the jurisdiction of one of these three councils.

4.2.2.2 When any two or more of the university academic councils share concurrent curricular jurisdiction, it shall be the responsibility of the Faculty Senate to ensure that mutually satisfactory procedures for considering and approving curricular proposals falling within the shared jurisdiction are developed by the affected councils.

4.2.2.3 Faculty membership on the university academic councils shall be based on a combination of representation of colleges, representation based on the proportionate number of faculty within each college, and representation of degree programs. The faculty to be represented shall be those regular, full-time university faculty (as defined in Article 6.1.1 of the Constitution) in the academic division of the university, including department chairs but excluding members of the president's staff and the executive vice president and provost's staff, deans, members of the deans' staffs, and members of the supportive professional staff. Regular faculty members are those whose contracts do not carry the designation "temporary" or “adjunct.”

4.2.2.4 The ratios for representation on the academic councils shall be reviewed in September by the Faculty Senate-University Council Rules, Governance and Elections Committee in those years which are multiples of three, and the distribution of membership shall be adjusted if need be.

4.2.2.5 No department shall have more than one faculty representative on any one academic council at any one time, except that, for the Graduate Council, the dean of the Graduate School may appoint a second representative from an academic department in apportioning the three additional seats if, in the dean's judgment, an additional representative is merited from a college in which each academic department is already represented on the council.

4.2.3 College Curriculum Structure

4.2.3.1 Each college shall discharge its curriculum responsibilities through its college curriculum committee.

4.2.3.2 Colleges with departments shall provide for the participation of those units in the development of the curriculum components for which they are responsible.

4.3 Academic Planning Council

4.3.1 Composition

4.3.1.1 Faculty Representation

(A) Fourteen faculty representatives shall be chosen as follows: two each from the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, and Visual and Performing Arts; one from the College of Law; three from the College of Liberal Arts and Sciences (one each from the areas of the humanities, the social sciences, and the other sciences).

(B) Faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. They shall serve three-year staggered terms beginning in the fall semester. If no elected faculty representative is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as ex officio, nonvoting member. No department shall have more than one faculty representative at any one time.

4.3.1.2 Student Representation

(A) Two students, one undergraduate and one graduate, shall be appointed annually as voting members of the council. The appointments shall be made by the president of the Student Association from a list of nominees submitted by the college student advisory committees. Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college. Terms of office for student members shall begin at the beginning of the fall semester; no such term shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

4.3.1.3 Administration Representation

(A) The executive vice president and provost who shall serve ex officio.

(B) The following, or their designees, shall serve ex officio, without vote:

- vice provost for undergraduate academic affairs;
- vice president for research and innovation partnerships;
- vice provost for institutional effectiveness;
- vice provost for resource planning;
- dean of the University Libraries;
- dean of the Graduate School;
- director of the office of Institutional Research;

- director of accreditation, assessment and evaluation;
- director of decision support and analysis.

(C) Others who may be directly involved in issues concerning academic programs may assist the committee as resource personnel.

4.3.2 Chair

4.3.2.1 The executive vice president and provost shall serve as the chair of the council and shall vote when necessary to break a tie vote.

4.3.2.2 The faculty representatives on the council shall elect from among their members a faculty representative who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

4.3.3 Duties -- Working with the college curriculum committees, the Baccalaureate Council, and the Graduate Council, and reporting to the Faculty Senate, the council shall:

4.3.3.1 Prepare and periodically update the academic mission statement for Northern Illinois University.

4.3.3.2 Develop and periodically bring up-to-date plans and strategies to fulfill the university's academic mission.

4.3.3.3 Develop and implement procedures for the periodic review of academic programs in terms of their quality and their consistency with the institution's academic mission.

4.3.3.4 Advise the executive vice president and provost on academic priorities and strategies for the achievement of those priorities, including the establishment of priorities in budgeting.

4.3.3.5 Make recommendations to the curriculum committees of the respective colleges and to the Baccalaureate Council and the Graduate Council.

4.3.4 Academic Planning Council minutes and reports are to be distributed to all Faculty Senate members and deposited in the university archives.

4.3.5 All substantive policy recommendations are subject to Faculty Senate approval.

4.4 The Graduate Council

4.4.1 Composition

4.4.1.1 Faculty Representation

(A) One seat shall be apportioned to each graduate degree-granting college.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of eight additional seats in accordance with the ratio between the number of regular full-time members and associate members of the graduate faculty in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all colleges, this being the number reported by the Office of the Executive Vice President and Provost on January first of each year.

2. Determine an allocation of eight additional seats in accordance with the ratio between the number of graduate academic degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; options and specializations within degree programs shall not be considered as separate degree programs.

3. Each college shall receive the maximum number of seats on the Graduate Council to which it would be entitled under either formula (1) or formula (2) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above eight if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members shall be elected by and from the university faculty who are eligible to elect, or be elected as, members of the Faculty Senate, who are tenured, and who are also members of the graduate faculties of the college each represents, for three-year staggered terms to begin at the start of the fall semester.

(D) Three additional faculty representatives shall be appointed by the dean of the Graduate School. These positions shall be apportioned to ~~insure~~ ensure adequate representation of those graduate degree programs producing the largest number of graduates and those programs offering

doctoral degrees. Appointed faculty representatives shall also serve three-year, staggered terms.

(E) If, in a given year, no voting member of the Faculty Senate has been elected or appointed to the Graduate Council under the provisions of Articles 4.4.1.1 (C) and (D) of these bylaws, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

(F) There shall also be one representative of the College of Law who shall be entitled to vote only on matters pertaining to the College of Law, and who shall be elected by and from the faculty of that college to serve a three-year term.

4.4.1.2 Student Representation There shall be one graduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting graduate degrees shall nominate one graduate student from its department to the college student advisory committee which shall select the college representative.

4.4.1.3 Administration Representation

(A) The dean of the Graduate School shall serve ex officio as a member of the Graduate Council.

(B) A representative of the University Libraries, appointed by the dean of the University Libraries, shall serve ex officio on the council, but shall vote only on matters pertaining to the libraries.

4.4.2 Chair

4.4.2.1 The dean of the Graduate School shall serve as the chair of the Graduate Council and shall vote when necessary to break a tie vote.

4.4.2.2 The faculty representatives on the Graduate Council shall elect from among their members a faculty representative who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

4.4.2.3 The Graduate Council chair shall be responsible for transmitting to the chair of the Baccalaureate Council, the Office of Registration and Records, and

the editor of the university catalogs curricular proposals approved by the Graduate Council for recording and publication.

4.4.3 Duties

4.4.3.1 Establish general policies for graduate study, including policies applicable to students-at-large.

4.4.3.2 Establish standards for admission, retention, and awarding graduate degrees by the Graduate School.

4.4.3.3 Promote scholarship, research, and artistic activities among faculty and graduate students, and create an environment on campus which is conducive to the pursuit of research and graduate studies.

4.4.3.4 Promote excellence in teaching among graduate faculty and encourage, where appropriate, the development of excellence in teaching among graduate students.

4.4.3.5 Promote, where appropriate, the integration of professional practice, teaching, and scholarly activity.

4.4.3.6 Approve graduate curricular proposals, including changes in graduate curriculum, submitted by departments and colleges; and approve and recommend all new graduate programs.

4.4.3.7 Subject to approval by referendum of the graduate faculty, the Graduate Council shall determine criteria for recommendations by departments and other instructional units of the university for appointments to the graduate faculty.

4.4.3.8 Request the college curriculum committees to report their decisions involving a duplication of courses for graduate credit to the chair of the council and to the executive vice president and provost.

4.4.4 Minutes and reports of the Graduate Council shall be deposited in the university archives and distributed in a timely fashion to all Faculty Senate members, and to such others as deemed appropriate by the Graduate Council.

4.4.5 Substantive changes in policies under the jurisdiction of the Graduate Council must be reported to the Faculty Senate. If it disapproves, the Faculty Senate shall report its disapproval, together with a written statement of its rationale, to the Graduate Council. The Graduate Council shall reconsider policy changes in question and either:

(i) agree with the Faculty Senate and rescind its prior action;

(ii) modify the policy change and notify the Faculty Senate of its action; or

(iii) reaffirm its policy decision. If the council reaffirms its policy position, it shall report that action to the Faculty Senate, together with a written statement of its rationale. The policy proposal shall take effect unless disapproved by a two-thirds vote of the total membership of the Faculty Senate. The Faculty Senate shall have no authority to alter, amend, or otherwise modify a policy decision of the Graduate Council. Policy changes reported by the Graduate Council to the Faculty Senate shall be considered approved by the Faculty Senate unless the Faculty Senate takes action to disapprove the proposed policy within six consecutive weeks of fall or spring semester classes after receipt of the proposal from the Graduate Council.

4.5 Baccalaureate Council

4.5.1 Composition

4.5.1.1 Faculty Representation

(A) One faculty seat shall be apportioned to each undergraduate degree granting college and to the university libraries.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of nine additional seats in accordance with the ratio between the number of regular full-time faculty members in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all undergraduate colleges, this being the number based on the most current data available from Office of the Executive Vice President and Provost.

2. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; minors and emphases within degree programs shall not be considered as separate degree programs.

3. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate credit hours taught per year in each college to the total number of undergraduate credit hours taught per year in all colleges.

4. Each college shall receive the maximum number of seats on the council to which it would be entitled under either formula (1),

formula (2), or formula (3) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above nine if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members representing the colleges shall be nominated by their respective college curriculum committees and elected by their respective college faculties. The University Libraries faculty representative to the BC shall be elected by the faculty of the University Libraries. The elections shall be conducted before the end of the spring semester to select those faculty members whose term begins on the following August 16. Those elected shall serve three-year staggered, renewable terms.

(D) If, in a given year, no member of the council is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

4.5.1.2 Student Representation

(A) There shall be one undergraduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting undergraduate degrees shall nominate one undergraduate student from its department to the college student advisory committee which shall select the college representative.

(B) If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

4.5.1.3 Administration Representation

(A) The vice provost responsible for undergraduate education shall serve ex officio as a member of the council.

(B) One advisor shall be elected by and from the persons with overall responsibility for undergraduate student advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall be a voting member.

(C) The following, or their designees, shall serve ex officio, nonvoting: associate vice president for Student Affairs; director of Admissions; Transfer Center coordinator; a representative of Educational Services and

Programs appointed by the vice provost; a representative from the University Committee on Initial Educator Licensure (UCIEL).

4.5.2 Chair

4.5.2.1 The vice provost responsible for undergraduate education shall serve as chair of the council, and shall vote when necessary to break a tie vote.

4.5.2.2 The faculty representatives on the council shall elect from among their members a person who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

4.5.2.3 The Baccalaureate Council chair shall be responsible for transmitting curricular proposals approved by the council to the chair of the Graduate Council, the Office of Registration and Records, and the editor of university catalogs for recording and publication.

4.5.3 Duties

4.5.3.1 To establish general policies for undergraduate studies and baccalaureate programs, including university requirements for undergraduate programs of study.

4.5.3.2 To review proposed new undergraduate programs of study.

4.5.3.3 In accordance with the policies defined by the Illinois Board of Higher Education, the Board of Trustees, and the Faculty Senate, to determine undergraduate policies, regulations, and standards dealing with:

- Admission of entering freshman students;
- Admission of transfer students;
- Academic probation;
- Academic dismissal;
- Readmission;
- Reinstatement;
- Admission to impacted and restricted programs;
- Retention, both in the university and in particular programs;
- Undergraduate curricular policy;
- Student progress toward graduation.

4.5.3.4 To review college, school, and department policies regarding admission, retention, academic standards, and graduation requirements for their individual programs.

4.5.3.5 To review and approve decisions from the college curriculum committees regarding the substitution, alteration, addition, or deletion of undergraduate courses and programs not in the area of general education. Curriculum decisions involving course content, description, title and number shall only require Baccalaureate Council action or comment if they involve course duplication or overlap between colleges, cross-college concerns or university standards.

4.5.3.6 To coordinate the intercollegiate aspects of undergraduate education and encourage cooperation among units and colleges. This includes reviewing and resolving issues concerning course duplication or overlap between colleges, cross-college curricular concerns, or conflicts with university standards.

4.5.3.7 To serve as the curricular body for interdisciplinary undergraduate curricular material not located in an academic college or colleges such as UNIV and curricular offerings from the Division of International Programs and the Center for Black Studies. This responsibility includes usual curricular activity (new, revised, and deleted courses as well as other catalog changes), and review of these units' overall curricular offerings.

4.5.3.8 To receive reports from the its subcommittees regarding their work.

4.5.4 Minutes and reports of the Baccalaureate Council shall be deposited in the university archives and distributed in a timely fashion to the president of the Faculty Senate, to the executive vice president and provost, to deans of the undergraduate degree-granting colleges and the dean of the University Libraries, and to such others as deemed appropriate by the council.

4.5.5 Substantive changes in policies under the jurisdiction of the Baccalaureate-Council are subject to review and potential disapproval by the Faculty Senate. The Baccalaureate Council shall report to the Faculty Senate changes that the Baccalaureate Council considers to be substantive. The Faculty Senate may also determine that it considers an issue to be substantive and subject to Faculty Senate review. To do so, at its next regularly scheduled meeting after receipt of such a report, the Faculty Senate will have the opportunity to indicate (by a majority vote of those present and voting) an intention to review an action of the Baccalaureate Council that was not referred to it. Whether an item is referred to Faculty Senate or is voted by Faculty Senate as substantive, Faculty Senate shall act on the proposal within the next two subsequent meetings. If the Faculty Senate does not, on the timetable indicated, indicate its intention to review an action and then vote on that action, then the action of the Baccalaureate Council will be deemed to be approved.

4.6 Standing Committees of the Baccalaureate Council

4.6.1 General

4.6.1.1 The Baccalaureate Council shall be assisted in its work by its standing committees. The standing committees shall be those listed in Article 4.6, plus other standing committees that the Baccalaureate Council, subject to the approval of the Faculty Senate, shall establish.

4.6.1.2 Faculty and student representatives on the Baccalaureate Council shall be appointed by the council to serve on at least one of the standing committees. Such appointments shall be for one-year terms, beginning in the fall semester, renewable so long as the appointee continues to serve on the council. Should the required number of faculty members from the Baccalaureate Council be unable to serve on a particular standing committee, the Baccalaureate Council shall be empowered to select a faculty member or members to serve on that standing committee.

4.6.1.3 Faculty members appointed to a standing committee by a college curriculum committee shall serve a three-year, renewable term beginning in the fall semester. Terms of college appointees shall be staggered.

4.6.1.4 Student members on the committees shall serve one-year, renewable terms beginning in the fall semester.

4.6.1.5 Unless otherwise noted, the chair of each committee shall be named by the Baccalaureate Council from among the council's faculty members assigned to the committee. Chairs shall provide liaison between the council and the committee which they chair. They shall serve one-year, renewable terms of office beginning in the fall semester.

4.6.1.6 Recommendations from the standing committees regarding policy changes shall be forwarded, together with a written statement of the rationale for such changes, to the Baccalaureate Council for further action.

4.6.1.7 Minutes and reports from the standing committees are to be distributed to all Faculty Senate members and copies are to be deposited in the university archives.

4.6.2 General Education Committee

4.6.2.1 Composition

(A) Faculty Representation

1. Three faculty representatives from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences, including one from the humanities, one from the social sciences, and one from the other sciences.

4. The chair shall be elected by the voting members of the General Education Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Three student members shall be selected by the General Education Committee from nominees submitted by the student advisory committees of the undergraduate degree-granting colleges.

2. No more than one student shall be appointed from any college.

(C) Administrative Representation

1. One advisor shall be elected by and from the persons with overall responsibility for undergraduate advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall serve ex-officio without a vote.

2. The following shall serve ex-officio without a vote: the vice provost responsible for undergraduate education; the associate vice provost for academic affairs; and associate vice provost for academic assessment

4.6.2.2 Duties

(A) To monitor and evaluate the university general education program.

(B) To recommend policies and procedures to manage both the general education program as a whole, and individual components of that program.

(C) To make suggestions to colleges and departments regarding improvements that can be made in the general education curricula.

(D) To approve the addition or removal of courses from the general education curriculum.

(E) To oversee the improvement, including the design, of the general education program and of individual components of that program.

(F) To report its work to the Baccalaureate Council.

4.6.3 Honors Committee

4.6.3.1 Composition

(A) Faculty Representation

1. One faculty representative from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the natural sciences.

4. One faculty representative shall be appointed by the faculty of the University Libraries.

5. The chair shall be elected by the voting members of the Honors Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Five student members shall be selected by all students enrolled in the honors program from among the students in the program, one to be nominated to serve on the Baccalaureate Council.

(C) Administration Representation. The vice provost for undergraduate education and the director for University Honors shall be ex officio, nonvoting members.

4.6.3.2 Duties

(A) To advise the director for University Honors on the administration of the program.

(B) To monitor and evaluate the University Honors Program, and to make recommendations for its improvement.

(C) To evaluate individual components of the Honors Program and make recommendations to the colleges and departments for their improvement.

(D) To participate in the selection of the director for University Honors.

(E) To advise the director for University Honors on extracurricular components of the program.

(F) To report its work to the Baccalaureate Council.

4.6.4 Committee for the Improvement of the Undergraduate Academic Experience

4.6.4.1 Composition

(A) Faculty Representation

1. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

2. Three faculty members shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the natural sciences.

3. One faculty representative shall be appointed by the faculty of the University Libraries.

(B) Student Representation

1. Seven students shall be selected so that there are two undergraduate student members from within the College of Liberal Arts and sciences and one undergraduate student member from each of the remaining undergraduate degree-granting colleges.

2. A representative of the Student Association, appointed by the president of the Student Association, shall serve as an ex officio, nonvoting member of the committee.

3. If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

(C) Alumni Representation. A representative from the NIU Alumni Association, appointed by that association, shall be an ex officio, nonvoting member of the committee.

(D) Administrative Representation. The following shall be ex officio, nonvoting members of the committee:

1. Vice provost responsible for undergraduate education or designee;

2. Director of one of the special academic units focusing on minority student concerns; (The executive vice president and provost shall annually, by September, designate the director who is to serve on the committee during the academic year.)

3. Associate vice president for student affairs or designee;

4. A representative from Housing and Dining appointed by the executive director;

5. Director of University Honors.

(E) Chair. The chair shall be elected by the voting members of the Committee for the Improvement of the Undergraduate Academic Experience.

4.6.4.2 Duties

(A) To monitor and evaluate the campus environment from the perspective of its compatibility with, and support for, the learning process and the development of an appreciation for learning, and to recommend to the Baccalaureate Council policies and programs to strengthen that environment.

(B) To act as an advisory board for the First- and Second-Year Experiences.

(C) To establish policies and procedures and select the recipients for the annual awards recognizing innovative teaching practices and outstanding undergraduate educators at NIU.

(D) To monitor and evaluate undergraduate mentoring programs as well as initiatives involving NIU alumni and students and recommend appropriate changes as necessary.

(E) To report its activities and recommendations related to purpose and duties to the Baccalaureate Council.

4.7 Committee on Initial Educator Licensure

4.7.1 Composition

4.7.1.1 Faculty Representation There shall be one representative from each initial licensure program. Cross-listed or administratively combined programs

shall be allocated one voting member for their combined programs. Representation may be granted, at the discretion of the committee, to departments that provide service courses for initial educator licensure programs or have administrative responsibility for special endorsement areas. Each licensing college shall have the responsibility and authority to determine who may serve as program representatives. Each of these representatives shall be elected annually by the faculty of the department having administrative responsibility for the program being represented and shall serve until replaced.

4.7.1.2 Clinical Placement Representation There shall be one clinical placement representative from each licensing college and each representative shall have one vote.

4.7.1.3 Student Representation There shall be one student representative. The student representative shall have one vote. The student representative must be admitted to, and enrolled in, an approved initial educator licensure program. The committee shall determine the method of selection of the student representative, who shall serve a term of one year beginning August 16 or as soon as approved thereafter.

4.7.1.4 Administrative Representation The following, or their designees, shall be ex officio nonvoting members of the committee: The vice provost responsible for undergraduate education, the dean of each college housing an initial educator licensure program, the dean of the Graduate School, the director of the Office of Registration and Records, the Transfer Center coordinator, the catalog editor and curriculum coordinator, the associate vice provost for educator licensure, the university licensure officer, the associate director for educator licensure, the associate director for the edTPA, and the associate director for professional development schools. Each administrative representative shall serve as long as he or she holds his or her office.

4.7.2 Chair and Other Officers Each spring the committee shall elect a faculty representative to serve as chair-elect commencing with the start of the following academic year.

The chair elect shall serve one year in that capacity, then serve as chair for one year, and then be designated as past chair for one year. The chair shall serve as presiding officer of the committee. In the absence of the chair, the chair-elect shall serve as chair. In the absence of both the chair and the chair-elect, the past chair shall serve as chair.

The committee shall elect other officers, and establish committees, as it deems necessary for its operation.

4.7.3 Duties Each faculty representative, or his/her designee, shall serve as the official program contact person for the educator licensure program represented.

Responsibilities of the committee include reviewing all curriculum relevant to educator licensure, developing policy and procedural proposals specific to initial educator licensure and reviewing and advising on preparation of reports for relevant external accreditation.

Minutes and reports of the committee will be distributed in a timely manner to members of the committee and to the Faculty Senate. Substantive changes in policies under the jurisdiction of the committee must be reported to the Faculty Senate.

4.8 University Assessment Panel

4.8.1 Composition The University Assessment Panel shall consist of the following members:

4.8.1.1 Chair The vice provost for institutional effectiveness who shall serve as the chair of the University Assessment Panel; ex officio, nonvoting.

4.8.1.2 Tenured and Tenure-Track Faculty Representation Tenured and tenure-track faculty members from each of the colleges, as follows:

(A) Fourteen tenured and tenure-track faculty representatives shall be chosen as follows: One from the College of Law; two each from the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, and Visual and Performing Arts; and three from the College of Liberal Arts and Sciences (one each from the areas of humanities, the social sciences, and the natural sciences);

(B) Tenured and tenure-track faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. They shall serve three-year staggered terms beginning in the fall semester.

4.8.1.3 Staff Representation

(A) One staff member from the student affairs units, appointed by the chief Student Affairs officer;

(B) One staff member from academic support units, appointed by the vice provost for undergraduate academic affairs.

4.8.1.4 Libraries Representation

(A) One staff or tenured or tenure-track faculty member from the University Libraries.

4.8.1.5 Student Representation

(A) Two students, one undergraduate and one graduate, shall be appointed annually as voting members of the panel. The appointments shall be made by the president of the Student Association from a list of nominees submitted by the college student advisory committees. Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college. Terms of office for student members shall begin at the beginning of the fall semester; no such terms shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

4.8.1.5 Administration Representation

(A) One associate or assistant dean responsible for curriculum assessment, appointed by those persons; they shall serve a two-year term beginning in the fall semester;

(B) Director, Accreditation, Assessment, and Evaluation, ex officio, nonvoting, serving as an assistant chair;

(C) Associate vice provost for curriculum, ex officio, nonvoting;

(D) Associate director, Educator Licensure and Preparation, ex officio, nonvoting.

4.8.2 Duties The duties of the University Assessment Panel shall be:

4.8.2.1 To review the university mission statement, other statements of university objectives, and state-level policies as a context for assessment;

4.8.2.2 To serve in an advisory capacity to review and provide input on activities pertaining to regional accreditation, and to support the university with preparation of assurance arguments and other initiatives conducted to fulfill accreditation mandates;

4.8.2.3 To provide advice on performance measures and benchmarks to be used externally for state approval and internally for program review processes;

4.8.2.4 To review and approve assessment plans for new programs prior to submission for IBHE review;

4.8.2.5 To work with the General Education Committee and the Committee on Initial Educator Licensure Preparation on assessment activities in the general education program and in initial teacher licensure programs, respectively;

4.8.2.6 To support campus-wide assessment activities to improve learning outcomes; to support programmatic assessment activities in coordination with academic program review schedule, advise departments preparing for program review, and provide input to

the Academic Planning Council on assessment progress of student learning outcomes or programs under review;

4.8.2.7 To support departments and colleges preparing for the assessment component of discipline-specific accreditation reviews;

4.8.2.8 To review and update the university academic assessment plan to make recommendations for funding support for expanded assessment activities of departments and colleges.

4.9 Committee for Academic Equity and Inclusive Excellence (CAEIE)

4.9.1. Composition Membership of the committee shall consist of the following:

Chief Diversity Officer, ex officio, nonvoting;
Director, Center for Black Studies, ex officio, voting;
Director, Center for Latino and Latin American Studies, ex officio, voting;
Director, Center for the Study of Women, Gender, and Sexuality, ex officio, voting;
Director, Center for Southeast Asian Studies, ex officio, voting;
Director, Disability Resource Center, ex officio, voting;
Director, Asian American Studies Certificate, ex officio, voting;
Representative from the Office of the Vice Provost for Undergraduate Academic Affairs, nonvoting;
Representative from the Division of Student Affairs, nonvoting;
Representative from the Office of Student Engagement and Experiential Learning;
One faculty member from each degree-granting college, voting;
Director, Testing and Academic Affairs Research Support, ex officio, nonvoting;
One supportive professional staff member, voting;
One curricular associate dean, nonvoting;
One undergraduate and/or graduate student, voting.

Faculty and staff members shall be appointed to serve three-year staggered terms beginning in the fall semester, not to exceed two consecutive terms. All other members, or their designees, shall serve continuous terms. Members shall be appointed by the Provost.

4.9.2 Chair The chair position of the committee will be held by the chief diversity officer, and the directors of the academic diversity centers may serve as co-chairs as needed.

4.9.3 Duties The duties of the committee shall include the following:

1. To identify academic achievement gaps among all students;

2. To identify and implement effective, sustainable, and measurable intervention strategies to ensure equity for all students;

3. To monitor academic achievement among students from underserved populations;

4. To develop criteria by which the human diversity degree requirement will be satisfied;

5. To promote multicultural curriculum transformation on campus in partnership with the Office of Student Engagement and Experiential Learning (OSEEL) and academic diversity centers by establishing faculty-mentored student research opportunities that impact diverse communities and transform curricula;

6. To advise the provost and university bodies on multicultural curriculum transformation issues;

7. To submit an annual report on activities of the committee to the provost;

8. To regularly monitor available data on undergraduate student participation in multicultural and diversity centered academic programs, minors, and certificates;

9. To support collaboration between academic centers' minors and certificates and NIU PLUS pathways;

10. To provide opportunities for faculty participation in academic diversity programs and initiatives.

Then NIU Bylaws Article 15 amendment to reflect current position titles per University Council approval of identical Committee Book updates 09/07/2011, 10/05/2011, 11/02/2011.
Then NIU Bylaws, Article 15.9.3(2) amendment from "annual" to "biennial" institute approved by University Council on 11/07/2012.
Then NIU Bylaws, Article 15.6.4.2 amendment to add paragraph (H) approved by University Council on 05/01/2013.
Then NIU Bylaws, Articles 15.8.1 and 15.9.1 amendments approved by University Council on 12/03/2014.
Then NIU Bylaws, Article 15.3.1.3 (B) amendment approved by University Council on 10/07/2015.
Then NIU Bylaws, Articles 15.5 and 15.6 amendments approved by University Council on 04/06/2016.
Then NIU Bylaws, Article 15.3.1.3(B) amendment approved by University Council on 10/05/2016.
Then NIU Bylaws, Article 15.9 amendment approved by University Council on 02/01/2017.
Then NIU Bylaws, Articles 15.3.1.3(B), 15.5.1.3(C), and 15.8 amendments approved by University Council on 01/31/2018.
Then NIU Bylaws, Article 15.7 amendment approved by University Council on 10/10/2018.

ARTICLE 5:
THE COLLEGES

The mission of the university – the discovery and dissemination of knowledge – is achieved through the work of the university's academic agencies: the schools and departments which are the focal points for instruction, academic research, and artistry; and the institutes, centers, and programs which marshal resources for the discovery, transmission, and application of knowledge and understanding. Most of all, the mission of the university is achieved through the efforts of its faculty and their attendant staff and support systems. The organizational units which link these resources together, coordinate their work, stimulate and reward their achievements, and foster the sense of community so unique and vital to academe are the colleges.

The colleges are unified by their instructional and scholarly orientation. They are responsible for promoting the spirit of the teacher/scholar, nurturing a climate conducive to inquiry, fostering intellectual freedom, and stimulating the pursuit of excellence in the transmission of knowledge. The colleges provide the essential community – the organizational structure and the framework for intellectual interaction – that makes the academic enterprise operational. The colleges, then, are a basic mechanism through which the faculty discharges its prerogatives and responsibilities.

5.1 Standing Committees of Colleges Containing Academic Departments

5.1.1 The College Council

5.1.1.1 Composition The college council shall consist of tenured faculty of the college. There shall be a minimum of one member from each department elected by and from the faculty of that department. Additional eligibility criteria shall be determined by the faculty of the college. The dean of the college shall serve as chair and shall be responsible for preparing an agenda for council approval.

5.1.1.2 Duties

(A) To act in an advisory capacity to the dean of the college on policy with respect to academic activities of the college;

(B) To serve as the college personnel committee and advise the dean of the college concerning salaries, promotions, tenure, and sabbatical leaves;

(C) To make recommendations to the Faculty Senate concerning the policies of the college and the university;

(D) To select the college council's representatives from that college to the Faculty Senate Personnel Committee. Each such appointee must not be a department chair nor a member of a department one of whose members is already serving on that committee.

(E) To exercise all of the functions assigned to the college personnel committee by these bylaws.

5.1.1.3 Minutes Minutes of each college council meeting shall be distributed in a timely fashion to the faculty of the college.

5.1.2 The College Senate

5.1.2.1 Composition The college senate shall consist of the department chairs of the college, the dean of the college, and such additional academic personnel as the dean shall deem appropriate and necessary to the work of the senate. The dean, or the dean's designee, shall serve as chair of the senate and be responsible for preparing the agenda.

5.1.2.2 Duties The college senate shall consider and review administrative matters of the college and advise the dean of the college on such matters.

5.2 Standing Committees of All Colleges

5.2.1 The College Curriculum Committee

5.2.1.1 Composition The composition of the college curriculum committee shall be determined by the regular full-time faculty within each college. The dean, or the dean's designee, shall serve as chair of the committee.

5.2.1.2 Duties

(A) Be responsible for studying, approving, disapproving, or returning for revision all proposals submitted by members of the college faculty or by department curriculum committees for establishing new courses, programs, or curricula, for deleting or substituting courses, and for changing existing courses, programs, or curricula.

(B) Submit all college proposals involving the general education program and new or revised undergraduate programs to the Baccalaureate Council or its appropriate standing committee with its recommendations.

(C) Submit all proposals involving new or revised graduate programs to the Graduate Council.

(D) Submit all proposals involving changes in the curriculum of the College of Law to the faculty of that college.

(E) Initiate curricular proposals.

(F) Subject to Article 4.1.5 of these bylaws, have final authority for the

substitution, alteration, addition, or deletion of courses other than those involving the general education program. It shall report final recommendations on undergraduate curriculum matters to the Baccalaureate Council's standing committee on curriculum, and, on graduate curriculum matters, to the Graduate Council.

5.2.2 The Student Advisory Committee

5.2.2.1 Organization

(A) Each college shall establish a student advisory committee and shall provide a constitution or set of bylaws governing the role, organization, operation, and duties of such body.

(B) Each college shall keep on file, in the college office and in the office of the Student Association, an up-to-date copy of its student advisory committee constitution or bylaws where it is available for student inspection.

(C) Each college shall transmit, on or before October 15 of each academic year, a list of the officers and members of its student advisory committee for that year to the Student Association and to the president of the Faculty Senate.

5.2.2.2 Composition The composition of each college student advisory committee shall be determined by the student advisory committee constitution or bylaws of that college.

5.2.2.3 Duties The duties of the college student advisory committees shall include, but need not be restricted to, the following:

(A) Advise the dean of the college on all matters of direct concern to students.

(B) Advise the student representatives from the college to the Faculty Senate on matters of direct concern to students.

(C) Nominate or appoint student members to university committees, councils, and boards.

(D) Screen and select the student member nominees for the Faculty Senate.

5.3 Standing Committees of Colleges Without Academic Departments

5.3.1 College Personnel Committee

5.3.1.1 Composition The composition of the college personnel committee shall be determined by the regular, full-time faculty within each college. The dean of the college may be a nonvoting member of the committee and may serve as chair. The chair shall be responsible for preparing an agenda for the committee's approval.

5.3.1.2 Duties

(A) Be responsible for exercising all of the functions assigned to a college personnel committee by these bylaws.

(B) Exercise such other powers and duties as may be assigned to it by the regular, full-time faculty within the college or by the dean of the college.

ARTICLE 6: *(formerly Article 4)*
OPERATING PROCEDURES OF THE FACULTY SENATE

6.1 Order of Business and Parliamentary Authority

~~**6.1.1** The order of business shall be:~~

~~Call to Order~~
~~Adoption of the Agenda~~
~~Approval of Minutes~~
~~President's Announcements~~
~~Items for Faculty Senate Consideration~~
~~Consent Agenda~~
~~Reports from Advisory Committees~~
~~Reports from Standing Committees~~
~~Unfinished Business~~
~~New Business~~
~~Comments and Questions from the Floor~~
~~Information Items~~
~~Adjournment~~

6.1.2~~1~~ Except as otherwise provided, the Faculty Senate meetings shall be conducted in accordance with Robert's Rules of Order Revised.

6.1.3~~2~~ A parliamentarian, who shall be appointed by the president, shall perform the usual duties expected of this position.

6.1.4~~3~~ A majority of the elected members of the Faculty Senate shall constitute a quorum.

6.1.5~~4~~ Consent Agenda

6.1.5~~4~~.1 The Steering Committee of the Faculty Senate shall place on the consent agenda those items of business requiring Senate action which, in its judgment, are not likely to require Senate discussion and which are expected to receive unanimous approval from the Senate. Any such item may be removed from the consent agenda at the time that agenda is presented to the Senate if any five voting members request its removal. Removal of items from the consent agenda is not debatable.

6.1.5~~.4~~2 After items to which objections have been raised are removed from the consent agenda, the Senate president shall call for a single vote to approve all of the matters remaining on that agenda.

6.1.65 Comments or Questions from Nonmembers

Faculty or staff who are not members of the Faculty Senate may be granted the opportunity to address the Senate if no objection is raised by members of the Senate at the time the request is made. The Senate president may limit the time a nonmember may have on the floor.

6.2 Minutes of the Faculty Senate

6.2.1 Faculty Senate meeting minutes shall be prepared by the president of the Faculty Senate and forwarded to members prior to the next meeting. Minutes must be approved by the Faculty Senate and once approved distributed to Senate members and other appropriate members of the university community in a timely manner.

6.2.2 Prior to approval of the minutes of the Faculty Senate, official statements on the business of the Senate shall be released only by the president.

6.2.3 A copy of the minutes shall be regularly deposited in the University Archives.

6.3 Voting Procedures of the Faculty Senate

6.3.1 Action shall be taken by majority vote of the members voting. When the motion is called, members may vote in favor of the motion, against the motion, abstain from voting, or indicate that they are present but not voting. Those present and not voting shall not be counted in computing whether the appropriate majority has been obtained for passage of a motion. The question of whether a roll call vote shall be taken may be incorporated in the motion or a motion to amend may be offered to request a roll call vote.

6.3.2 Proposals for formal Senate action may be discussed and voted on at the meeting at which they are first presented, but can be held for action at a subsequent meeting of the Faculty Senate if two-thirds of the members voting favor such a delay.

6.3.3 All formal positions taken by the Faculty Senate shall be executed through public and recorded majority vote of the voting members of the Senate and so recorded and reported by the president of the Senate.

6.3.4 There shall be no use of proxy votes in the Faculty Senate.

6.4 Office of the President of Faculty Senate

6.4.1 The president of Faculty Senate shall serve as presiding officer of the Faculty Senate. In the absence of the president, the vice president shall preside. The presiding officer shall be entitled to vote.

6.4.2 The president shall appoint members and chairs of all standing and special committees with the advice and consent of the Senate.

6.4.3 The university shall provide facilities and resources to support the Faculty Senate. The president of the Senate shall prepare an annual Senate operating budget as part of the normal university budget process and shall be responsible for administering that budget once it is authorized.

Then FS Bylaws, Article 4.1.1, 4.2.1, and 4.2.3 amendments approved by Faculty Senate 03/07/2012.

ARTICLE 7: *(formerly Article 5)*
ELECTION PROCEDURES OF THE FACULTY SENATE

7.1 Election Administration

Elections to the Faculty Senate, except for those members elected to the University Council from the degree-granting colleges, shall be conducted by the academic departments or schools, the College of Law, and the University Libraries according to policies and procedures established by the Rules, Governance and Elections Committee. The Rules, Governance and Elections Committee shall have the authority to supervise the election procedures provided for herein.

7.2 College Faculty Elections to the Faculty Senate

7.2.1 Faculty elected to the University Council from the degree-granting colleges shall be elected in accordance with governing policies and procedures of the University Council.

7.2.2 The election of faculty for the University Council shall be initiated no later than the third week of February of each year.

7.2.3 Faculty serving on the Faculty Senate as a result of election to the University Council shall serve for a three-year term.

7.3 Election of Other Voting Members of the Faculty Senate

7.3.1 One member of the faculty shall be elected from and by the faculty, as defined in Article 14.2.1 of the University Bylaws, of each academic department or school in the degree-granting colleges of the university, with two elected from each department or school of over 50 faculty members, and one member each from the College of Law and the University Libraries. The terms of these members shall be for three years and shall be staggered in a manner determined by the Senate elections committee.

7.3.2 Elections conducted by the academic departments or schools, the College of Law, and the University Libraries shall occur within one month following the annual election of members of the University Council. These elections shall be by secret ballot.

7.3.3 Prior to the election of faculty members to the Faculty Senate each year the Rules, Governance and Elections Committee shall obtain from the vice president and provost the number of faculty meeting the criterion for election in each academic department or school. Those departments or schools with over 50 eligible faculty members will be informed that they are entitled to two members.

ARTICLE 7: *(formerly Article 6)*
DUTIES AND RESPONSIBILITIES OF THE FACULTY SENATE

7.1 The Faculty Senate shall serve as the official voice of the faculty of Northern Illinois University and as the authoritative representative liaison body between the faculty and (1) the University Council, (2) the president of the university, (3) the vice president and provost, (4) other vice presidents with respect to their responsibilities affecting the faculty, and (5) the chair and the Board of Trustees. The Faculty Senate is the body empowered to act as an agent for the university faculty with the power to formulate policies regarding educational functions of the university.

7.2 In accordance with the Preamble and Article 7.3 of the University Constitution and the stated commitment to university governance as a shared process, the Faculty Senate shall serve the following purposes:

7.2.1 Faculty shall predominate in all policy decisions relating to the faculty personnel system, the university curriculum, and to policy decisions concerning admissions and academic policies and standards.

7.2.1~~1~~2 To promote the representation of the faculty in the governance of the university;

7.2.2~~2~~3 To encourage active faculty participation in the development of university policies and procedures;

7.2.3~~3~~4 To discuss and recommend as a Faculty Senate, policies affecting the university as a whole;

7.2.4~~4~~5 To promote the welfare of the faculty and the university.

7.3 To achieve these purposes, the specific functions of the Senate shall include, but not be limited to, the following:

7.3.1 To review academic policies, procedures, and practices at the university level, and to make recommendations on such matters to the appropriate administrative officers and governance bodies of the university;

7.3.2 To advance collective and individual faculty prerogatives in university policies and procedures;

7.3.3 To make recommendations on matters affecting faculty welfare;

7.3.4 To monitor and annually assess and report to the faculty and the administration the effectiveness of the faculty grievance processes;

7.3.5 To articulate and promulgate faculty positions on issues of general concern within and to the university;

7.3.6 To define and recommend mechanisms for faculty participation in university governance and in system-wide and state-wide issues;

7.3.7 To be consulted by and to advise the president of the university, the executive vice president and provost, and other appropriate university-wide administrative officers through mutually acceptable means on matters concerning university priorities, university budgets, university facilities, and university long-range planning, and on proposed changes in the administrative organizations of the university directly or primarily related to its academic mission. ~~At its own discretion, such consultation may take the form of a vote, but any such formal action may not revise the decisions appropriately made by the academic councils and committees established by Article 15 of the University Bylaws;~~

7.3.8 To maintain an interactive liaison with those university shared-governance bodies established by the University Constitution and Bylaws, particularly the University Council, the Academic Planning Council, the Baccalaureate Council, and the Graduate Council;

7.3.9 To render advice and, if appropriate, act upon matters laid before it by the president of the university, other governance bodies of the university, or members of the faculty;

7.3.10 To elect ~~from the elected faculty members of the University Council~~ faculty to serve on the University Advisory Committee (UAC) to the Board of Trustees and the Faculty Advisory Committee to the Illinois Board of Higher Education.

ARTICLE 8: *(formerly Article 7)*
PERSONNEL REVIEW RESPONSIBILITIES

The Faculty Senate ~~under the provisions of University Bylaws 14.6.3.10~~ has the responsibility for annual reviews of the ~~executive secretary of the University Council~~ Faculty Senate president/University Council chair and the faculty personnel advisor. In the case of the ~~executive secretary~~ president/chair, the Faculty Senate evaluation shall constitute the total personnel rating for that portion of the year the position is held. In the case of the faculty personnel advisor, the Faculty Senate evaluation shall constitute one-half of the personnel rating for that portion of the year the position is held. These evaluations shall be forwarded to the executive vice president and provost who shall determine the annual salary increment for the ~~executive secretary~~ president/chair and who shall determine the salary increment for the faculty personnel advisor after receiving the evaluation given for other professional activities by the faculty personnel advisor's academic department.

8.1 The annual evaluation of the services of the faculty ~~and SPS~~ personnel advisor shall be conducted by a committee composed of three members of the Faculty Senate chosen by lot and one member of the SPS Council. The annual evaluation of the services of the president/chair ~~of the Faculty Senate and executive secretary of the University Council~~ in performance of that role shall be conducted by a joint committee composed of seven (7) members of the Faculty Senate and University Council chosen by lot~~;~~: ~~t~~Two (2) ~~will be~~ faculty members from the Faculty Senate ~~who are not members of the University Council,~~; two (2) faculty members from the University Council, one (1) SPS member from either Faculty Senate or University Council; one (1) operating staff member from either Faculty Senate or University Council; and one (1) student member from either Faculty Senate or University Council. The committee is empowered to seek and receive individual recommendations from the members of the Faculty Senate and University Council, and to seek such other information as it may find necessary in order to complete its task. The completed evaluation shall be presented to the Faculty Senate for its endorsement, and then it shall be forwarded to the executive vice president and provost of the university for appropriate action. ~~as provided in the University Bylaws Section 14.6.3.10.~~

Then FS Bylaws, Article 7.1 amendment approved by Faculty Senate 10/01/2014.

ARTICLE 9:
THE ACADEMIC PERSONNEL PROCESS

Northern Illinois University strives for excellence in all academic matters. The academic personnel process is designed to facilitate the evaluation of faculty, in the light of this quest for excellence, in a fair and professional manner. To do so requires the exercise of informed, professional judgment as well as respect for the rights and responsibilities of all persons involved in the process. The university is best served when personnel matters can be decided, and disagreements resolved, in an environment of informal cooperation and full discussion, based upon clearly stated criteria for evaluation.

9.1 Principles Regarding Personnel Matters

9.1.1 The faculty personnel process at Northern Illinois University is a dual track system with faculty and administrators comprising the two distinct tracks and each track composing distinct evaluations. This system originates at the department level and progresses through the college and university levels to final on-campus recommendation by the president.

9.1.2 Each department and college must maintain written policies and procedures for carrying out their roles and responsibilities in the personnel process indicated in these bylaws. Those documents are to be made available to the affected faculty.

9.1.3 If departmental personnel policies and procedures do not contain provisions for their amendment, they may be amended in accordance with the principles of Article 18 of the bylaws. In that case, those eligible to vote on the amendment are the regular, full-time faculty members of the department. If college personnel policies and procedures do not contain provisions for their amendment, they may be amended in accordance with the principles of Article 18 of these Bylaws. In that case, those eligible to vote on the amendment are the members of the college council, or in colleges without a council, the regular, full-time faculty as a whole.

9.1.4 All departmental personnel policies and procedures must be approved by the appropriate college faculty personnel body, and the college personnel procedures by the Faculty Senate Personnel Committee prior to their implementation.

9.1.5 The affected faculty member has the right to know of the disposition of a personnel recommendation in process within 30 working days after its receipt at the next higher level of decision making, unless an appeal is filed within those 30 days.

9.1.6 A written report on a recommendation concerning promotion, tenure, or sabbatical leave will be sent to the faculty member affected by each of the following levels of decision-making after that level has acted on the recommendation: department, college, university. A written notice of merit ratings for pay increment purposes shall be sent to the affected faculty member from the department. All such notices shall contain pertinent

information regarding the opportunities for and regulations governing requests for reconsideration or appeal.

9.1.7 Non-tenured faculty in tenure-track positions shall be entitled to receive annually a written evaluation of their progress toward the achievement of tenure. A copy of each such annual report shall be forwarded to the appropriate college dean.

9.1.8 Appeals of personnel recommendations and alleged violations of policy or procedure shall be restricted to the level above the level at which the appealed recommendation was made. All appeals shall be filed by 14 days from the date of notification of the affected faculty member.

9.2 University Criteria for Arriving at Personnel Decisions

9.2.1 General Criteria for Arriving at Personnel Decisions

9.2.1.1 Recommendations concerning promotion, tenure, retention, and salary should reflect careful evaluation of: (1) effectiveness in teaching or, for library faculty, in librarianship, (2) scholarly contribution, including research, artistry, and any external peer evaluation of research and artistry, and (3) service to the university community and profession. Recommendations should be based only upon the professional performance of the faculty member. Utmost care must be exercised by all individuals and bodies making personnel recommendations to exclude possible prejudice concerning such matters as sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factors unrelated to professional performance.

9.2.1.2 The reason the university exists is to serve society by encouraging learning. In order to do this most effectively, it must focus its activities on all of learning – the discovery, transmission, and application of knowledge.

9.2.1.3 Effectiveness in teaching is a significant aspect of a faculty member's professional performance. For library faculty, effective librarianship is the criterion equivalent to effective teaching for other faculty members. Where a library faculty member's assignment involves teaching regularly scheduled classes, that teaching shall be evaluated.

9.2.1.4 Scholarly inquiry and research and artistic production are an integral component of the university and are indispensable in insuring the vitality of the entire instructional, research, and artistic programs of the university. To be an effective teacher, a faculty member needs to engage in related scholarly (research and artistic) activities designed to ensure continued currency and familiarity with the academic discipline and field of specialization in which the teaching occurs.

9.2.1.5 Professionally oriented public service activities are an important part of the university's obligations, particularly as they relate to its central mission: the service of society through the promotion of learning. Such activities enable scholars to test new insights. They expand the experiences, knowledge, and professional competence of faculty. Public service* thus has a potential parallel to research in its capacity to enrich teaching or librarianship and as such should be given adequate recognition in the evaluation of faculty.

*The term, public service, does not exclude professionally oriented activities in the private sector of society. It refers, rather, to scholarly activities other than those of an instructional or research nature in which the academics are invited to participate because of their scholarly expertise which involve, directly and explicitly, their professional competencies, which are not related to their personal membership in religious, civic or community organizations, and which do contribute directly to growth in their scholarly competencies. Colleges and departments should define public service activities which are appropriate for their particular scholarly competencies.

9.2.1.6 Criteria upon which personnel decisions are appropriately based include:

(A) Effectiveness in teaching or librarianship:

1. Teaching

(a) Command of subject matter.
(b) Skill in presenting material.
(c) Respect for the student as a co-learner.
(d) Effectiveness in creating an atmosphere that will encourage and facilitate students' efforts to learn and strengthen their capacities for valid reasoning and independent thought.
(e) Openness in the examination of a variety of views and tolerance for the expression of different views.
(f) Fairness and skill in evaluating student performance.
(g) Acceptance of responsibility for assessing and improving effectiveness as a teacher.
(h) Acceptance of responsibility for continually updating and improving courses taught.

2. Librarianship

(a) Command of subject matter.
(b) Skill in presenting material in the context of reference service, instruction, bibliographic control, or collection development.
(c) Respect for users of library resources.
(d) Effectiveness in creating an atmosphere that will encourage and facilitate the library clientele's efforts to learn and strengthen their

capacities for valid reasoning and independent thought.
(e) Openness in the examination of a variety of views and tolerance for the expression of different views.
(f) Fairness and skill in evaluating the needs of library users.
(g) Acceptance of responsibility for assessing and improving effectiveness as a librarian.
(h) Acceptance of responsibility for continually updating and improving the library's collection, access to information, and the services extended to its clientele.

(B) Scholarly Performance and Achievement:

1. Success in keeping up to date in the field of scholarly competence.

2. Quality of scholarly or creative productivity.

(C) Service to the University Community and Profession:

1. Service to the department, college, and university through the competent performance of committee and other assignments or activities, including academic advisement, mentoring, faculty advisement to student organizations, and other student-oriented service.

2. Performance in facilitating the work and advancing the mission of the department, college, and university.

3. Service to professional societies and groups.

4. Quality of professionally oriented public service activities.

5. Service to department, college, and university is an integral and expected part of university membership. Hence, it should be accorded appropriate credit in annual merit evaluations, especially when it is of an extraordinary nature. However, for purposes of tenure, promotion, or sabbatical leave, it should be accorded significantly less importance than effectiveness in teaching and scholarly achievement.

9.3 University Criteria for Promotion

9.3.1 Beyond the Board of Trustees' minimum requirements for the various academic ranks, individuals being recommended for promotion should meet the following criteria:

9.3.1.1 Teaching or Librarianship Effectiveness
Individuals teaching regularly scheduled classes being recommended for promotion must have demonstrated successful teaching and show continuing concern for critical assessment and improvement of their teaching. Library faculty being recommended for promotion must have demonstrated successful librarianship and show continuing concern for critical assessment and improvement of their librarianship. In considering individuals for promotion to associate professor, which recommendation normally will be accompanied by a recommendation for tenure, particular care should be given to assessing effectiveness of teaching or librarianship. Individuals being recommended for promotion to the rank of professor should present a continued record of successful teaching or librarianship.

9.3.1.2 Department, College, and University Service
Individuals being recommended for promotion must have given evidence of an ability and willingness to work cooperatively with colleagues in efforts to support and improve the programs of the department, college, and university.

9.3.1.3 Scholarly and Professional Achievement

(A) Promotion to rank of assistant professor: Promise, as demonstrated by an earned doctorate or similar educational or professional accomplishment, of an ability for leadership in the faculty member's scholarly or creative field.

(B) Promotion to rank of associate professor: Ordinarily, evidence that the faculty member is in the process of achieving professional recognition among leaders in the individual's discipline through scholarly publications, papers presented at professional meetings, artistic achievements, or other forms of scholarly activity. Professional public service may be judged as contributing to professional recognition, but it does not substitute for evidence of scholarly achievement in research or artistry.

(C) Promotion to rank of professor: Evidence that the faculty member has achieved significant professional recognition among other leaders in the individual's discipline through publications, papers presented at professional meetings, artistic achievements, public service related to the discipline, or other forms of scholarly activity. Professional public service* may be judged as contributing to professional recognition, but it does not substitute for evidence of scholarly achievement in research or artistry.

9.3.2 Realistically, it is not expected that, to be eligible for promotion, a faculty member will have demonstrated outstanding achievement in all of these areas. In all cases, however, a recommendation for promotion will require a demonstrated ability in teaching or, for library faculty, librarianship plus clear evidence of continued professional growth

and activity in scholarship and service. Those making recommendations for promotions in rank should bear in mind that maintenance of the integrity of the academic ranks at Northern Illinois University requires that the standards for promotion be comparable to those institutions to which Northern Illinois University wishes to be compared.

9.3.3 A faculty member on joint appointment will have the teaching and/or librarianship, scholarship, and service expectations specified in the Memorandum of Understanding provided at the time of the initial appointment. These expectations must not exceed the overall requirements for faculty members not on joint appointment.

9.3.4 Time in Rank for Promotion to the Ranks of Associate Professor and Professor

Promotion from assistant to associate professor will not be recommended until an individual has served at the lower rank, at this and other institutions of higher education, for a total of six years, except in the instance of extraordinary circumstances or an extraordinary record of achievement. Likewise, promotion from associate professor to professor will not be recommended until the individual has served at the rank of associate professor, at this and other institutions of higher education, for a total of six years, except in the instance of extraordinary circumstances or an extraordinary record of achievement. Each college shall establish criteria to be used in identifying those circumstances and records of achievement deemed "extraordinary."

9.4 University Criteria for Tenure

The decision to recommend a faculty member for a tenure appointment is the most critical decision made by an academic department, a college, and the university. Each department has the responsibility of building the most capable faculty possible within its means. The process of building a strong faculty involves not only the recruitment of the most promising candidates available, but also the critical evaluation of their teaching or librarianship, scholarship and service to the university community and to their profession during their probationary period. Decisions on tenure substantially determine the quality of teaching, librarianship, scholarship, academic counseling, and creative planning available to the department, college, and university. Accordingly, a recommendation for tenure is justified only for those faculty members who have demonstrated to the satisfaction of appropriate faculty bodies and administrative officers that they are fully qualified to discharge their responsibilities in advancing the mission of the department, college, and university on a long-term basis as a teacher-scholar.

Ordinarily, the criteria for tenure are similar to those for promotion to the rank of associate professor. Only in unusual circumstances should tenure be recommended for assistant professors without the concurrent recommendation for promotion to associate professor.

A faculty member on joint appointment will have the tenure criteria and procedures specified in the Memorandum of Understanding provided at the time of the initial appointment. These expectations must not exceed the overall requirements for faculty members not on joint appointment. The procedures must specify how recommendations at the unit and college levels will be made and how "agreement at the department and college level" (in the sense of Article 10.3.4.1) is to be defined.

Faculty members on non-tenure appointment must recognize that their appointments are probationary. During this probationary period, it is their obligation to establish that they are qualified for a tenure appointment.

Each faculty personnel committee and chair shall have procedures for the annual evaluation of the cumulative progress toward tenure of all probationary faculty members and for communicating the results of such evaluations to them. The criteria to be used for the evaluation shall be those guidelines for tenure most recently published by the academic unit in which the applicant holds a tenure-track appointment. The results of the annual evaluation shall be shared with the faculty member in writing as well as in personal consultation with the academic unit's chief administrative officer. The written evaluation may be composed by either the personnel committee or the chief administrative officer or both working together. If the personnel committee and the chief administrative officer agree on the report, both shall sign it. If they disagree, two written reports shall be shared with the faculty member and placed in the faculty member's file. This procedure shall be followed in all required evaluation reports: ordinary annual reviews done at the time of recruitment of faculty for whom tenure may be awarded in fewer than five years, and the formal and particularly thorough evaluation done once for each faculty member on a five-, six-, or seven-year tenure track.

In the case of a faculty member on a seven-year tenure track, the evaluation in the third year shall be a formal and particularly thorough cumulative review which shall be conducted in the spring of that year by the personnel committee and chief academic officer of the academic unit in which the person being evaluated holds an academic appointment. A statement shall be appended to this evaluation which specifies the academic unit's anticipated long-term need for the position held by the probationary faculty member. This evaluation shall be shared with the concerned probationary faculty member and, where the academic unit involved is an academic department, with the appropriate college dean.

For faculty members on a four-year tenure track, it is expected that, at the time of recruitment, their previous professional performance shall be subject to an evaluation by the faculty personnel committee and the chair using the same criteria and expected level of performance as applied to those in the third year of a seven-year tenure track.

For faculty members on a five- or six-year tenure track, it is expected that at least one year before their evaluation for tenure, at a time agreed upon at the time of recruitment, a particularly thorough and formal cumulative evaluation of the progress toward tenure shall be conducted. It is further expected that, at the time of recruitment, their previous professional performance shall be subject to an evaluation by the faculty personnel committee and the chair using the same criteria and expected level of performance as applied to those in the third year of a seven-year tenure track.

A probationary faculty member who feels that an annual evaluation is unfair, inadequate, or otherwise inconsistent with the relevant published guidelines for achieving tenure may place a written response to the evaluation in the personnel files maintained on that faculty member by appropriate university offices. However, the annual evaluation of progress toward tenure of a probationary faculty member shall not itself be subject to the personnel appeal process.

9.5 Non-reappointment of University Probationary Faculty

A decision not to renew an appointment of a probationary faculty member may be made at any time during the probationary period. Adequate notice, as required by the Board of Trustees governance documents, must be given in the case of a decision not to reappoint. If requested, reasons, in writing, for non-reappointment should be given; however, it is clearly understood that this is a courtesy to the faculty member and that the department is not obligated to prefer charges nor to provide evidence of a juridical nature except when the reason(s) for non-reappointment entails allegations of unprofessional or unethical behavior.

9.6 Faculty and University Discretion

Nothing in this article or in these bylaws, including the results of periodic reviews of tenure status as reported to probationary faculty in accordance with the provisions of this article, should be construed to create any contractual entitlement to tenure.

Then NIU Bylaws, Article 5.4 amendment approved by University Council 05/01/2013.

ARTICLE 10:
GENERAL ACADEMIC PERSONNEL PROCEDURES

The procedures described below provide a mechanism whereby the objectives of the personnel process can be met. They do not ensure those objectives, since any set of procedures must be effectively administered in order to produce the desired results. Furthermore, they do not, and cannot, foresee all possible circumstances that may arise in the evaluation of faculty members for personnel decisions. Hence, these procedures must be supplemented by the detailed procedural and policy statements of departments, colleges, and the Faculty Senate Personnel Committee. The following statement sets forth the principles and procedures to be followed in the future development of the academic personnel process.

10.1 General Academic Personnel Procedures

In addition to the personnel procedures stipulated in the personnel principles set forth in Article 9.1 of these bylaws, the following procedures shall also be faithfully followed:

10.1.1 On-campus recommendations regarding promotion in rank, tenure status, and sabbatical leave shall be completed during the fall semester of each academic year for the following academic year. Exceptions shall be permitted only for recommendations on which an appeal or request for reconsideration has been filed.

10.1.2 Annual faculty merit ratings and recommendations regarding salary increments for the following academic year shall be started and completed during the spring semester of each academic year for faculty service and accomplishments during the previous calendar year of service. Departments, at their option, may choose to base such evaluations upon a "rolling average" of the two or three previous calendar years of service. Each department shall inform its faculty about which method of calculation is to be used prior to the start of the period to be evaluated.

10.1.3 All faculty salary adjustments require faculty involvement in decision making. The ordinary salary increment process depends on faculty merit ratings and recommendations (Bylaws 10.1.2) under policies created in accordance with Bylaws 3.3.2.2.

10.1.4 The selection process for the chair of each personnel committee at the department, college, or university level shall be specified in the appropriate policies or bylaws of the academic unit involved. When such committees are formulating recommendations regarding merit evaluation, salary increments, promotion, tenure, or sabbatical leaves, the academic unit's administrative officer (chair, dean, executive vice president and provost) shall be a nonvoting, ex officio member of the committee.

10.1.5 When both the department personnel committee and the department chair agree not to recommend a faculty member for promotion, tenure status, or sabbatical leave, no further consideration is necessary unless the faculty member wishes to file a formal appeal to the college. However, all tenure recommendations in the penultimate year,

whether positive or negative, must be forwarded to the college even though no further action is required at that level.

10.1.6 In any case involving an appeal of a personnel decision (e.g., regarding annual evaluation, tenure, promotion, or sabbatical leave), the members of the body which made the decision being appealed shall be obliged to abstain from voting on the appeal.

10.1.7 Persons in the terminal year (e.g., denied tenure, resigning, or dismissed for cause) may participate in discussion of personnel matters to be effectuated after their departure from the university but shall not vote on such matters, unless either general policy or a specific motion inviting them to vote shall have been approved by the department faculty. This policy does not apply to retiring faculty.

10.1.8 It is preferable that all members of the departmental personnel committee or the appropriate college faculty committee in colleges without academic departments be tenured. If there be non-tenured members, they shall not be a majority and they shall neither participate nor vote on evaluations for, or recommendations regarding, tenure.

10.1.9 Under the Board of Trustees Regulations, time on total or partial leave does not count toward tenure unless it is agreed before the leave begins that it will count. When continuing but not yet tenured faculty go on total or partial leaves of absence, whether or not the time on leave is to count in the years-to-tenure, such total or partial leave may not continue for more than one year without the approval of both the department personnel committee and department chair, or in colleges without departments, the college personnel committee and dean. Ordinarily, the maximum extension of the tenure track achieved by total or partial leaves of absence shall not exceed two years.

10.2 Personnel Procedures at the Department Level

Academic departments bear the principal responsibility for evaluating the professional competence and achievements of their faculty members.

10.2.1 Departments shall provide faculty members with statements of criteria and policies for various personnel actions, the types of evidence to be evaluated, the procedures to be followed in making personnel recommendations-including provisions for student participation in the personnel process-and dates for compliance. Each departmental statement shall be submitted to the appropriate college where it must be reviewed and approved before it is disseminated or implemented. Each new faculty member, appointed on a regular faculty contract, shall be given a copy of these and all other pertinent college and university personnel policies when employed.

10.2.2 A faculty member on a joint appointment between units will receive, at the time of appointment, a Memorandum of Understanding, prepared by the units and endorsed by the dean(s) to whom they report, specifying the conditions of the appointment, including the responsibilities to and support from each unit and the teaching, scholarship, and service expectations of the individual. This Memorandum of Understanding may be amended at any time by agreement of all concerned parties. A person on joint

appointment shall not be disenfranchised from the university governance system because of that appointment.

10.2.3 Departments shall make personnel recommendations on the basis of department, college and university guidelines and policies.

10.2.4 As a part of its regular personnel procedure, each department shall notify faculty members of recommendations affecting them. All faculty members shall be given an opportunity to have each recommendation affecting them reconsidered within the department, prior to its being submitted to the college. Procedures for reconsideration shall be established by each department and approved by the appropriate college. In accordance with college time schedules, departments shall submit recommendations for tenure, promotion, or sabbatical leaves to the deans for review at the college level, making clear any discrepancy that may exist between the recommendations of the department chair and the personnel committee.

10.2.4.1 When the department personnel committee and the department chair agree to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that recommendation shall be prepared and discussed by the committee and the chair and the recommendation and commentary shall be submitted to the college for review.

10.2.4.2 When the department personnel committee and the department chair agree not to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that decision shall be prepared and discussed by the committee and the chair and concurrently submitted to the college, and the faculty member shall be entitled to appeal that decision to the college in accordance with the provisions set forth in Article 7 of these bylaws. That appeal shall constitute the faculty member's right to appeal to the "level above the level at which the appealed recommendation was made" under Article 10.1.6 of these bylaws.

10.2.4.3 When the department personnel committee and the department chair disagree on a recommendation of a faculty member for tenure, promotion, or sabbatical leave, the committee and the chair shall each prepare a separate written statement supporting their respective recommendations and shall share and discuss those statements with each other before submitting them to the college for review.

10.2.5 Merit Ratings of Persons Who Have Been on Leave

10.2.5.1 Sabbatical Leaves

Within 30 days after return to regular duties, each person who has been on leave shall present to the department chair, department personnel committee, and the executive vice president and provost's office a report of personal professional activities during the leave. The report shall describe the activities undertaken

during the leave and the scholarly or other creative results of those activities. If this report reflects significant professional activity, the department personnel committee will award a merit rating which will be at least an average of that person's merit rating for the previous three years. If the report reflects inadequate professional activity, the merit rating may be lower.

When a faculty member is on leave for less than the whole evaluation period, the regular merit evaluation process will be used for that portion of the evaluation period during which the faculty member was not on leave. When the sabbatical leave occurs late in the evaluation period, care shall be taken to obtain the faculty member's service report before the leave begins. If a faculty member's leave begins in one evaluation period and continues into another, so that a merit rating must be given before the sabbatical report is due, the faculty member's rating for the first portion of the time on leave shall be either the average of that person's merit rating for the previous three years or that person's merit rating for the portion of the evaluation period for which the faculty member was not on leave, whichever is higher. The merit rating for the evaluation period during which the second portion of the leave occurs shall be determined in accordance with the first paragraph of this Bylaw.

10.2.5.2 Leaves Without Pay
When a faculty member returns from leave without pay, the sabbatical rules shall apply if the individual has been engaged in professional activities. In other instances, the individual shall be assured at least the lowest merit rating earned by that individual in the preceding three years unless the dean of the college, at the time the leave was approved, specified that there would be no increment for the leave year.

10.2.5.3 Sick Leaves
When a faculty member returns from extended sick leave or disability leave, the dean and the department chair, in consultation with the department personnel committee, shall make a recommendation to the executive vice president and provost as to an appropriate salary adjustment.

10.2.6 Merit Ratings for Persons with Multiple Appointments
An individual with an appointment in more than one campus unit which involves some salary payment from the budget of each such unit shall be evaluated separately for each appointment by each unit in which a salaried appointment is held.

The evaluators in each unit shall take into consideration the proportional amount of time allocated by the individual's official notification. An overall merit rating, which shall be assigned by the lowest level academic administrator with supervisory responsibility for all of the academic units participating in the multiple assignment, shall be a composite of the individual ratings for each assigned role and shall reflect the proportional amount of time allocated to each unit by the individual's official notification. An individual's annual

incremental dollars shall reflect the person's merit rating and shall be commensurate to the incremental dollars assigned to the same rating in the unit of origin.

10.3 Personnel Procedures at the College Level

The college has two types of responsibilities in the personnel process. It establishes academic standards and procedures for the college as a whole, and it ensures that departments conform to them as well as to their own established standards and procedures. While each department bears the principal responsibility for evaluating the professional competence of its own faculty members, the college must be satisfied that such evaluations are in accordance with high academic standards in each discipline and with college policies. The college retains the authority to reject a department recommendation if the college is not persuaded of its validity.

10.3.1 The college personnel committee shall provide departments and faculty members with college criteria and current policies for various personnel actions, the types of evidence to be evaluated, and the dates for compliance. College statements shall be submitted to the Faculty Senate Personnel Committee where each must be reviewed and approved before it is implemented.

10.3.2 The college personnel committee shall review all department personnel recommendations to ~~insure~~ ensure (1) that appropriate professional standards of evaluation have been applied; and (2) that college guidelines, policies, and appropriate procedures have been followed.

If, on the basis of the evidence submitted by a department, the college is not persuaded that an individual recommendation should be approved, the college shall return the recommendation to the department for reassessment, with a statement of reasons in writing. A copy of the statement shall be made available to the individual involved. In consultation with the individual, the department may respond to the college statement and resubmit its recommendation if it wishes to do so. Where a decision involves the professional competence or achievements of an individual faculty member, the department's judgment shall be overridden only on the basis of substantial evidence that inadequate professional standards of evaluation were applied by the department. The college shall determine how such evidence is to be obtained and evaluated.

10.3.3 Where noncompliance with college policies and standards persists after reassessment by the department, the college council shall deny the recommendation and take steps to bring the department into conformance with college policies and standards.

10.3.4 The college shall forward its recommendations for tenure, promotion, or sabbatical leave to the executive vice president and provost for review at the university level, along with supporting evidence and appropriate aggregate data, making clear any disagreements that may exist between the recommendations of the dean and the college council.

10.3.4.1 Decisions not to recommend tenure, promotion in rank, or sabbatical leave shall be forwarded by the executive vice president and provost to the

Faculty Senate Personnel Committee for review and action on the university level only if there has not been agreement on the decision at the department and college levels. Agreement at the department and college level shall be considered to exist when the college personnel committee, the college dean, and either the department personnel committee or the department chair are in agreement. When there has been such agreement, those decisions shall be forwarded by the executive vice president and provost to the Faculty Senate Personnel Committee only for information purposes. For recommendations to grant early tenure or early promotion in rank, the executive vice president and provost may seek the advice, but not formal action, of the Faculty Senate Personnel Committee concerning the required justification of extraordinary circumstances or an extraordinary record of achievement.

10.3.4.2 When the college council and dean agree to recommend a faculty member for tenure, promotion, or sabbatical leave, written comments in support of that recommendation shall be prepared and discussed by the council and the dean, the recommendation and commentary shall be submitted to the executive vice president and provost, and that officer shall forward it to the Faculty Senate Personnel Committee only for information purposes.

10.3.4.3 When the college council and the dean agree not to recommend a faculty member for tenure, promotion, or sabbatical leave, and when that faculty member had been recommended for the tenure, promotion, or sabbatical leave by the department personnel committee, the department chair, or both, the council and dean shall prepare and discuss written comments in support of their decision, and, the faculty member shall be entitled to appeal that decision to the university in accordance with the provisions set forth in Article 11 of these bylaws.

10.3.4.4 When the college council and the dean disagree on a recommendation of a faculty member for tenure, promotion, or sabbatical leave, the council and the dean shall each prepare a separate written statement supporting their respective recommendations and shall share and discuss those statements with each other before submitting them to the executive vice president and provost for review at the university level.

10.4 Personnel Procedures at the University Level

Like the colleges, the university, through its Faculty Senate Personnel Committee, has two types of personnel responsibilities. The Faculty Senate Personnel Committee establishes, in conjunction with the Faculty Senate, personnel policies, standards, and criteria affecting the entire faculty; it ensures that colleges carry out their responsibilities effectively and equitably. A major part of its effort should be directed toward studying major personnel issues of general importance to the university, and proposing policy initiatives and changes to the Faculty Senate. Normally, the committee is not involved in the professional evaluation of individual faculty members, nor in assessing the procedures and standards used by departments in personnel decisions. However, it retains responsibility for ensuring that the colleges conduct the personnel process with a high degree of professionalism and equity. As part of this responsibility, the

Faculty Senate Personnel Committee has the authority to overrule a college personnel recommendation when the committee concludes that such an action is necessary to maintain high standards of academic excellence.

10.4.1 The Faculty Senate Personnel Committee shall provide colleges and the faculty with university criteria, current policies, and compliance dates for various personnel actions, and shall approve statements of college criteria, policies, and procedures.

10.4.2 The executive vice president and provost shall give to the Faculty Senate Personnel Committee for review, and the Faculty Senate Personnel Committee shall review, only those personnel recommendations specified in Articles 3.3.2.7, 3.3.2.8, and 10.3.4 of these bylaws. The executive vice president and provost shall submit a summary report on all other college personnel recommendations to the Faculty Senate Personnel Committee for the committee's information.

10.4.3 Where the Faculty Senate Personnel Committee reviews a college recommendation and concludes that it does not conform to university standards, policies, or criteria, the recommendation shall be returned to the college for reassessment with an explanation in writing. The college may consult with any department or individual involved, and may alter its recommendation or resubmit it with additional explanation or evidence, if it wishes to do so.

10.4.4 Where noncompliance with university standards, policies, or criteria persists after reassessment by a college, the Faculty Senate Personnel Committee shall deny the recommendation, and take steps to bring the college into conformance with university standards.

10.4.5 The executive vice president and provost shall submit to the president the personnel recommendations of the Faculty Senate Personnel Committee on cases which it heard pursuant to Article 10.4.2 above, the executive vice president and provost's own recommendation on such cases, and all other personnel recommendations submitted by the colleges.

10.4.6 The Faculty Senate Personnel Committee shall submit an annual personnel report to the Faculty Senate.

ARTICLE 11:
APPEAL PROCEDURES FOR ACADEMIC PERSONNEL DECISIONS

The regular personnel process provides two means by which disagreements over the personnel recommendations described in Article 10 of these bylaws may be resolved through informal consultation and negotiation: the re-consideration procedure on the department level, and the reassessment procedure on both the department and college levels, through which additional evidence may be adduced prior to a final department or college decision on an individual recommendation. It is intended that these procedures provide a means whereby disagreements over personnel recommendations may be resolved, whenever possible, without resort to formal appeal procedures.

Where disagreements are not resolved in this way, any party involved may initiate a formal appeal. The principal objectives of the appeal process are twofold: to provide for consideration of allegations by a faculty member who claims to have been unfairly or inadequately evaluated, or for a department or college which alleges inappropriate actions by higher level committees; and to identify deficiencies in department and college procedures, standards, and policies, so that they can be corrected.

In general, appeal procedures correspond to the jurisdiction appropriate to each level in the personnel process. Thus, appeals to the college are based on actions by departments, and appeals to the university are based upon actions by colleges, except for cases of university-wide concern (described below in Article 11.2.1.3). Appeals to the next level shall be reviewed only after consideration and appeal procedures have been exhausted at the lower level. Except for appeals involving issues described under Article 11.2.1.3, the right and opportunity for appeal shall extend only to appeals made to the decision level immediately above the level at which the appealed decision originated.

11.1 Appeals at the College Level

11.1.1 Colleges shall entertain appeals, on appropriate grounds, against department recommendations, or against the failure of departments to make recommendations which individuals feel are merited.

11.1.2 Appeals, which must be filed within 10 working days of notification of the appellant of the appealed action, shall be based on one (or more) of the following general grounds:

11.1.2.1 That inappropriate procedures were followed by a department;

11.1.2.2 That insufficient or inappropriate criteria or evidence were used in arriving at a department recommendation;

11.1.2.3 That other circumstances exist which the college considers a legitimate basis for an appeal. (However, where an appellant alleges actions of the types

described under Article 11.2.1.3 the appellant shall address the appeal directly to the Faculty Senate Personnel Committee.)

11.1.3 Appeal statements shall be in writing and shall set forth the specific grounds for appeal and all pertinent evidence. In all appeals of a department action, the department shall have an opportunity to respond prior to a decision by the college. Likewise, the appellant shall be informed of the department statement and shall have an opportunity to respond to it.

11.1.4 As in the regular personnel process, where a decision involves the professional competence or achievements of an individual faculty member, the department's judgment shall be overridden only on the basis of substantial evidence that inadequate or inappropriate professional standards or evidence were used by the department. The college shall determine how such evidence is to be obtained and evaluated.

11.1.5 Where an appeal against a department decision is sustained, and if the deficiencies persist, the college shall take steps to correct whatever deficiency in department procedures or standards gave rise to the original decision.

11.2 Appeals at the University Level

11.2.1 The Faculty Senate Personnel Committee is principally concerned with college-wide personnel standards and procedures, and with policy matters affecting the entire university faculty. It is not involved in the professional evaluation of individual faculty members, except for the situations listed in Articles 3.3.2.7 and 3.3.2.8 of these bylaws. In addition, the Faculty Senate Personnel Committee shall entertain appeals only when it finds clear, unambiguous, and pressing reason to do so on the following grounds:

11.2.1.1 Where the procedures, standards, or policies of a college are alleged, by an individual or a department, to be unfair or inappropriate;

11.2.1.2 Where a college is alleged not to have protected a faculty member from departmental failure to adhere to specific procedural requirements set forth in the University Constitution, in these bylaws, or in the guidelines currently in force in the college and department, and where that failure, in the view of a majority of the Faculty Senate Personnel Committee, affected the recommendations made to the extent that, had the violations not occurred, there might not have been agreement as defined in Article 10.3.4.1 of the bylaws. In such cases, the Faculty Senate Personnel Committee's review of the appeal shall be limited to the procedural questions raised by the appellant and shall not extend to the substantive issues involved in the personnel decision. If the Faculty Senate Personnel Committee finds for the appellant in such a review, it shall report its finding to the executive vice president and provost and return the matter to the college and department involved, together with a written statement describing the issues, the evidence, the committee's finding, and the reasons for that finding, and direct the college and department to take appropriate remedial action. Where the Faculty Senate

Personnel Committee finds that egregious procedural errors have been sufficiently substantial to preclude fair action in the college and department on the action or recommendation appealed from, the Faculty Senate Personnel Committee may recommend to the executive vice president and provost, without returning the case to the college and department, the action originally sought by the appellant;

11.2.1.3 Where an agency or individual within the university is alleged to have discriminated against a faculty member during the personnel process on the basis of sex, race, national origin, marital status, age, color, political views or affiliations, religious views or affiliations, sexual orientation, handicapped status, or other such factor unrelated to professional performance;

11.2.1.4 Where a faculty member alleges that an agency or individual within the university has infringed upon the faculty member's academic freedom.

11.2.2 Appeals to the Faculty Senate Personnel Committee shall be filed no later than 10 working days after notification to the appellant of the appealable action. Appeal statements shall be in writing and shall set forth the specific grounds for the appeal along with all pertinent evidence. Before accepting an appeal, the Faculty Senate Personnel Committee shall make an inquiry to determine whether the grounds are sufficient to justify an appeal at the university level.

11.2.3 When accepted, appeals of types 11.2.1.1 and 11.2.1.2 will be heard by the Faculty Senate Personnel Committee. Appeals of type 11.2.1.3 will be heard by a special hearing board established in accordance with Article 11.2.5 of these bylaws. Appeals of type 11.2.1.4 will be heard in accordance with the procedures set forth in Article 15.1 of these bylaws. All parties to the dispute shall have a right to be heard.

11.2.4 Where a department or college persists in its use of inappropriate procedures or inadequate standards, the committee on the next higher level may recommend appropriate sanctions to be imposed by the chief administrator on that lower level.

11.2.5 Special Hearing Board for Appeals Filed Under Article 11.2.1.3: The appeal procedures of the university policies and regulations regarding the personnel process provide that appeals at the university level which involve an allegation of discrimination on the basis of sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance shall be heard by a special hearing board established in accordance with university policy. This hearing board shall be available to any faculty or administrative employee with the exception of operating staff, whose appeals are conducted under civil service provisions.

11.2.5.1 Membership: The Hearing Board shall consist of 15 faculty and administrative employees to be selected at the beginning of each academic year by the Faculty Senate Personnel Committee from a list of names, five names submitted by each of the respective college personnel bodies and five from the

supportive professional staff. Within the 15 members, there may be persons who have had prior involvement in a case brought to the board who would wish to disqualify themselves from participation in the hearing of that case. Either party may request the disqualification of any member(s) of the Hearing Board on the grounds of conflict of interest. Those members of the board not challenged shall determine the validity of a challenge. In the event that more than five members of the board are disqualified, the Faculty Senate Personnel Committee shall name additional member(s) - from the original individuals nominated - to i~~nsure~~ ensure a minimum of 10 members of the board hearing any given appeal. Women and members of minority groups shall be represented on the Hearing Board. Consequently, in nominating individuals for the Hearing Board, the college personnel committees and other groups shall endeavor to ensure that women and minority groups are appropriately represented. The chair of the Hearing Board shall be selected by the membership of the Hearing Board. The chair should be a member of the university community with appropriate qualifications or experience in this capacity. If the chair is selected from among the membership of the board, the chair shall have a vote. The Hearing Board may consult with the director of the office of Affirmative Action and the university general counsel on questions relating to federal and state laws regarding affirmative action, university regulations and policies relating to affirmative action, and procedural requirements applicable to the board's work.

11.2.5.2 Cases to be Considered: Appeals involving allegations of discrimination on the basis of sex, race, national origin, marital status, age, color, political views or affiliation, religious views or affiliation, sexual orientation, handicapped status, or other such factor unrelated to professional performance received by the Faculty Senate Personnel committee shall be referred to the Hearing Board with a notice to the office of Affirmative Action. Also, the office of Affirmative Action may refer grievances involving allegations of discrimination filed with that office to the Hearing Board. In all cases the allegation must be forwarded in written form over the signature of the person making the appeal. When an appeal is forwarded to it, the Hearing Board shall first make an inquiry to determine whether there are sufficient grounds to justify a hearing. In all cases where a judgment of insufficient grounds is rendered, the Hearing Board shall report this to the Faculty Senate Personnel Committee and provide the complainant and the Affirmative Action office with a summary of the judgment rendered. When an appeal or grievance is found to have sufficient grounds to warrant a hearing, the Hearing Board shall schedule a hearing.

11.2.5.3 The Hearing: The Hearing Board shall provide opportunities for all parties to the dispute to be heard. All parties shall be allowed to have observers (not to exceed three for each party) and each may choose a faculty or administrative employee as a representative. The executive vice president and provost or an Affirmative Action officer shall, if requested by the complainant, assist the complainant in finding a suitable representative. No party to the dispute shall be accompanied by, or be represented by, general counsel. The Hearing

Board shall act as a fact-finding body with the right to call witnesses, ask questions, hear evidence presented by both parties, and examine university documents pertaining to the case. At the hearing, either party or a party's representative shall have the right to call witnesses, to ask questions of all witnesses, and to examine university documents pertaining to the case and evidence submitted to the Hearing Board. If a dispute should arise over access to, or relevance of documents or information, the Faculty Senate Personnel Committee shall review the material, along with any recommendations the Hearing Board may wish to make as to its relevance, and determine whether the information shall be released to the concerned parties. The Hearing Board shall base its decision exclusively on information presented during the course of the hearing and thereby available to all concerned parties. Reasonable provision shall be made for university employees to appear as witnesses or representatives at the hearing on behalf of either party without loss of pay. A transcript of the hearing shall be kept and be made available to all persons involved in the dispute. The chair shall make and enforce such rules for the conduct of the hearing that provide for an orderly and fair hearing for all parties. The recommendation of a majority of the Hearing Board present and voting shall be the decision of the Hearing Board. This recommendation, along with the rationale for the recommendation, shall be forwarded to the president, to all parties involved in the appeal or grievance, to the office of Affirmative Action, and to the Faculty Senate Personnel Committee within seven (7) days after the closing of the hearing. If no recommendation is made by a majority of the Hearing Board, the recommendations and rationale of each faction shall be forwarded to the president and others as indicated above.

11.3 Due Process

This article provides principles and procedures for the resolution of questions resulting from the dismissal for cause of a tenured member of the faculty, or from the dismissal for cause of a non-tenured member of the faculty before the expiration of that faculty member's contract period. These principles and procedures do not apply to probationary tenure-track faculty members whose contracts are not renewed or expire during or at the end of their probationary period, or to temporary faculty members whose appointments are not renewed at the end of their contract period.

11.3.1 Statement of Principles

11.3.1.1 Established and orderly procedures insuring fairness afford the best protection of the rights and welfare of both the faculty member and the university. Such procedures are also indispensable for safeguarding the public interest in the integrity of the university as a center of higher learning.

11.3.1.2 If it is recommended that a tenured member of the faculty be dismissed for cause, or that a non-tenured member of the faculty be dismissed before the expiration of the contract period, the burden of proof that such action is justified

shall be satisfied only by clear and convincing evidence in the record considered as a whole.

11.3.1.3 Adequate cause for dismissal must be related, directly and substantially, to the fitness of the faculty member in the member's professional capacity as teacher, scholar, or colleague. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or of their rights as American citizens.

11.3.2 Statement of Procedures

A faculty member recommended for dismissal shall be guaranteed academic due process in accordance with the following procedures:

(A) Step 1: Informal Efforts at Conciliation

It is appropriate for the university, including the interested personnel committees at the department and college levels and the appropriate officers of academic administration, to seek to resolve differences without recourse to a formal hearing. In an effort to secure such resolution, both the university administration and the faculty member should consider inviting the assistance of additional parties. In informal discussions involving the faculty member and representatives of the university, the faculty member shall have the right to be accompanied by an academic adviser of the faculty member's choice. Since these discussions look toward conciliation, no transcript or recording shall be made of such meetings. The faculty member may waive informal discussions.

(B) Step 2: Preliminaries to a Hearing

In advance of a hearing in which the university administration will attempt to substantiate charges against a faculty member, the executive vice president and provost shall send the faculty member:

1. A copy of the Board of Trustees Governance Documents, the university constitution and bylaws, and such other statements as may concern the rights of the faculty member;

2. A copy of specific charges against the faculty member;

3. A summary of the principal evidence presented in support of the charge, and a preliminary list of witnesses the university administration plans to call;

4. The names of the members comprising the Hearing Panel;

5. Notice of the date of the hearing, insuring that at least 20 days elapses between the date on which the chair of the Hearing Panel notifies the faculty member of the hearing date and the date of that hearing so that the faculty member can prepare a defense;

6. A formal invitation to attend the hearing and notice of the right to be accompanied to the hearing by an NIU faculty colleague and general counsel. The faculty member shall acknowledge to the executive vice president and provost, in writing, receipt of the notices.

(C) Step 3: The Hearing

1. The Hearing Panel from which a hearing committee may be chosen shall comprise 20 members elected by the Faculty Senate by secret ballot. Prior to the balloting, the Rules, Governance and Elections Committee shall, by lot, select the names of 34 tenured members of the university's faculty from a list containing the names of all such tenured members of the university's faculty except those members holding a university administrative appointment or those on leave. Members of the Hearing Panel shall serve one-year terms and shall be eligible for re-election. When a hearing is to be held, the chair of the Rules, Governance and Elections Committee shall notify the executive vice president and provost and the faculty member concerned of the names of the hearing panel members. Within a week of this notification, the executive vice president and provost and the faculty member concerned shall, at their discretion, exercise no more than three challenges each. Members of the Hearing Panel may, on their own initiative, inform the chair of the Rules, Governance and Elections Committee that they wish to be removed from the Hearing Panel because they are interested parties connected with the pending case. The chair of the Rules, Governance and Elections Committee shall convene the remaining members of the Hearing Panel who shall choose by lot a committee of five to conduct the hearing. The hearing committee shall select one of its number as chair.

2. A hearing shall be closed unless the faculty member requests it to be open; however, the hearing committee may upon its own initiative, or shall in response to a request by the faculty member or the executive vice president and provost, invite one or more educational associations concerned with academic freedom to send a representative as an observer.

3. The hearing committee shall arrange to have a verbatim record kept of the hearing, and shall make a copy of this record available in identical form and at the same time to the faculty member (without charge) and to the president of the university.

4, The hearing committee will grant adjournments to enable either party to investigate evidence concerning which the committee deems a valid claim of surprise has been made.

5. The faculty member will be afforded an opportunity to obtain necessary

witnesses and documentary or other evidence, and the executive vice president and provost will, insofar as possible, secure the cooperation of such witnesses and make available necessary documents and other evidence possessed by the university.

6. The faculty member and the university will have the right to confront and question all witnesses. Where a particular witness cannot or will not appear, but the committee determines that the interests of justice require admission of that witness's statement, the committee will identify the witness, disclose the statement, and, if possible, provide for written answers by the witness to questions posed by the parties to the dispute.

7, In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this university or other institutions of higher education.

8. The hearing committee will not be bound by strict rules of legal evidence and may admit any evidence which may be of probative value in determining the issues involved. Every effort shall be made to obtain all such evidence.

9. The findings of fact and the decision will be based solely on the hearing record.

10. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or the university will be avoided so far as possible until the proceedings, including any consideration by the Board of Trustees, have been completed. The president and the faculty member shall be notified of the decision in writing and shall be given a copy of the record of the hearing.

11. If a majority of the hearing committee concludes that adequate cause for dismissal has not been established by the evidence of the record, it will so report to the president. If the president rejects the report, the reasons for the rejection shall be stated in writing to the hearing committee and to the faculty member and provide an opportunity for response before transmitting the case to the Board of Trustees. If the hearing committee concludes that adequate cause for dismissal has been established but that an academic penalty less than dismissal would be more appropriate, it shall so recommend, with supporting reasons.

(D) Step 4: Appeal to the Board of Trustees

If dismissal or other penalty is recommended, the president shall, on request of the faculty member, transmit the record of the case to the Board of Trustees. If the Board of Trustees agrees to consider the case, the following procedure is

recommended. The board's review should be based on the record of the committee hearing, and it should provide opportunity for argument, oral or written or both, by the principals at the hearing or by their representatives. Either the decision of the hearing committee should be sustained, or the proceeding should be returned to the committee with specific objections. The committee should then reconsider, taking into account the stated objections and receiving new evidence if necessary. It is recommended that the Board of Trustees make a final decision only after study of the committee's reconsideration.

ARTICLE 12:
SABBATICAL LEAVE POLICY

12.1 The university shall award sabbatical leaves for the purpose of supporting and encouraging scholarship (research or artistry) on the part of individual faculty members in order to strengthen the academic programs of the university.

12.2 The criteria upon which the merit of sabbatical leaves shall be judged shall be the quality of the proposed scholarship, the capacity of the applicant to conduct the work, reports on previous sabbatical leaves by the applicant, and the likelihood of the completion of the proposed project.

12.3 The procedure followed is presented below:

12.3.1 Each applicant for sabbatical leave shall propose a program of scholarship which is capable of being substantially advanced by means of the leave. The applicant shall indicate the nature of the program, its present state of development, and, in some detail, plans for advancing the program during the leave. Documentation may be submitted in support of the application.

12.3.2 Each application shall be submitted through the chair of the department in which the applicant holds rank for review by the department personnel committee. In consultation with the chair, the committee shall (1) evaluate the merit of each sabbatical leave application in the department; (2) if there is more than one such application, rank them in order of merit; and (3) recommend the approval or disapproval of each application, forwarding it through the dean to the appropriate college personnel committee. The chair shall prepare a cover letter to accompany the committee's rankings which explains how the rankings were developed and how the criteria were applied. In the case of multiple applications from the same department/school, the chair/director, in concert with the department personnel committee (and with the dean if necessary), shall determine if sufficient resources are available to reasonable accommodate the absence of all faculty members requesting sabbaticals. Only sabbatical requests that can be reasonable accommodated shall be forwarded to the college personnel committee. Differences of opinion between a majority of the personnel committee and the department chair shall be resolved at the department level whenever possible. Otherwise, they shall be reported in detail to the college personnel committee. The department chair shall notify each applicant, in writing, concerning the committee's recommendation including ranking. A request for reconsideration of the committee's recommendation shall be filed within 14 days of the date of the notification from the chair. They shall be heard within the department in accordance with department policies, prior to the start of the deliberations of the college personnel committee.

12.3.3 Individuals with academic rank in the University Libraries or in a college without academic departments shall submit their applications to the personnel committee of their unit. Those leaves which are approved shall be forwarded with accompanying justification to the Faculty Senate Personnel Committee. The chief administrative officer

of the unit shall prepare a letter to accompany the committee's rankings which explains how the rankings were developed and how the criteria were applied.

12.3.4 The college personnel committee, in consultation with the dean, shall evaluate the applications from all departments in the college, taking into account department recommendations. The committee shall review any differences of opinion referred to it by the departments and act in accordance with its own best judgment on the dispute. On a college-wide basis, the committee shall rank applications recommended for approval by the department personnel committees. The ranking shall respect, insofar as possible, the rankings provided by the departments and shall be based upon the committee's judgment of the relative scholarly (research or artistry) merit of each project. Any changes in departmental ranking of sabbatical leave applications shall be explained in writing to the affected department and applicants in a timely manner, with specific reason(s) given for the ranking changes. The college dean shall notify each applicant, in writing, concerning the committee's recommendation. Appeals of the committee's recommendation shall be filed within 14 days of the dean's notification; they shall be heard in accordance with the policies of the college, prior to the deliberations of the university-level personnel committee. The college committee, through the dean, shall forward its recommendations to the executive vice president and provost. The dean shall prepare a cover letter to accompany the college recommendations which explains how the rankings were developed and how the criteria were applied. Where differences between a majority of the college personnel committee and the dean are not resolved at the college level, they shall be reported in detail to the Faculty Senate Personnel Committee.

12.3.5 Individuals with rank in an academic department, but assigned to more than half-time administrative duties outside the college or department, as well as faculty no-rank persons, may submit a sabbatical proposal for scholarship on a topic appropriate to the applicant's responsibilities and in accordance with the expertise involved in the person's position. Such requests shall be submitted to the personnel committee of the administrative unit involved, or, where no personnel committee exists, to the applicant's immediate supervisor. Those leaves which are approved shall then be forwarded with accompanying justification to the next level until they reach the level of dean or vice president. The sabbatical leave requests should be rank ordered at that level and then submitted through the executive vice president and provost to the Faculty Senate Personnel Committee.

12.3.6 Taking into account the recommendations of the appropriate committees, the Faculty Senate Personnel Committee, in consultation with the executive vice president and provost, shall evaluate all applications for sabbatical leaves. The committee shall resolve any differences of opinion referred to it. The committee shall combine the rankings of the several colleges, taking care in the process to retain the relative rankings of the applicants from each college. The university rankings shall be based upon the committee's judgment of the relative scholarly merit of each proposal. Taking into account the number of leaves available and its merit-ranking of proposals, the committee shall assign each application to one of three classes: (1) leaves granted, (2) standby leaves, (3) leaves disapproved. Any changes in departmental ranking of sabbatical leave

applications shall be explained in writing to the affected department and applicants in a timely manner, with specific reason(s) given for the ranking changes. The executive vice president and provost shall notify each applicant in writing concerning Faculty Senate Personnel Committee's action. Appeals of the committee's action shall be filed within 14 days of the executive vice president and provost's notification and they shall be heard, and action taken on them, before the committee's action is forwarded to the president by the executive vice president and provost. If an approved leave is declined by a faculty member, the executive vice president and provost shall assign that leave to the highest-ranking applicant on the standby list.

12.4 Sabbatical Policies

12.4.1 Sabbatical leaves shall ordinarily be limited to tenured faculty members and non-temporary supportive professional staff members. Throughout Bylaw 12.4, the term "faculty" shall include both ranked and no-rank (supportive professional staff) faculty, unless specifically specified to the contrary.

12.4.2 Sabbatical leaves shall be granted only in connection with proposed or ongoing programs that promise to enhance the professional competence and improve the professional standing of the faculty member.

12.4.3 Sabbatical leaves ordinarily shall not be granted to a faculty member in order: (a) to revise books designed primarily for use as texts, (b) to retrain or develop competencies primarily for a different professional position; (c) primarily to visit various locations of general, professional, or academic interest; (d) to perform full-time duties at another institution similar to the duties presently performed at NIU; (e) to complete a doctoral or other terminal degree; (f) to carry out formal study at NIU. Sabbatical leaves for a semester at full pay shall not be granted to a faculty member if, during the leave, the faculty member is to undertake full- or part-time employment that is not an integral part of the scholarly purpose of the leave.

12.4.4 Within 30 days following resumption of regular duties at the university, the faculty member shall submit a written report to the department or division chair, to the dean or director, and to the executive vice president and provost, describing the personal scholarly activities during the sabbatical leave. Each report must include a brief statement of the scholarly purpose for which the leave was granted. The report shall become a part of each ranked faculty member's service record for the purpose of merit evaluation as described in Article 10.2.5.1 of the Bylaws, and as a basis for evaluation of subsequent leave requests for all faculty. The departmental personnel committee and the department chair will review the report and indicate whether there is adequate documentation of the completion of work outlined in the sabbatical proposal or its equivalent. This departmental review will be completed during the same semester that the sabbatical report has been submitted. A copy of the review will be sent to the dean and executive vice president and provost's office for incorporation with the report in the faculty member's sabbatical record for consideration in recommendations by the Faculty Senate Personnel Committee regarding future sabbatical leave proposals. An individual granted

a sabbatical leave assumes a professional obligation to return to NIU for a period of at least one year subsequent to the leave. At the request of the executive vice president and provost approximately two years after the sabbatical leave, each faculty member will submit a report on the sabbatical outcomes related to research and artistry, teaching, and/or engagement and outreach. This information will be compiled for a report to the NIU Board of Trustees.

12.4.5 Sabbatical leaves shall be for one semester at full pay, or one academic year at half-pay or for equivalent time as agreed among the faculty member, the employing unit(s), and the relevant vice president. Persons on 12-month appointments are also eligible for two consecutive summer sessions at full pay.

12.4.6 Each sabbatical leave application and project shall be considered anew each year.

12.4.7 A first sabbatical leave shall be granted only to a faculty member who will have completed five years of full-time service by the time the leave begins. Full-time service on a temporary appointment shall count toward a sabbatical leave. Periods of time on leaves of absence without pay shall count toward a sabbatical leave provided the Faculty Senate Personnel Committee judges the activity associated with that leave without pay to be comparable in professional significance to service as a member of the faculty.

12.4.8 A subsequent sabbatical leave may not begin before a faculty member has completed full-time service for six years (i.e., 72 months) since the end of his or her most recent sabbatical leave.

Then NIU Bylaws, Article 8.4.4 amendment approved by the University Council on 2/22/2012.

ARTICLE 13: *(formerly Article 8)*
FACULTY SENATE RESPONSIBILITIES TO THE FACULTY

13.1 The Faculty Senate shall report its proceedings to the faculty on a timely basis, shall distribute in advance its schedule of meetings, and shall inform the faculty of significant issues coming before it.

13.2 At the request of one-third of the Faculty Senate voting membership present, any matter must be submitted to the faculty for consideration, either by mail ballot or at a faculty meeting.

13.3 The Faculty Senate shall have the right ~~in accordance with University Bylaws 14.9~~ to call meetings of those university faculty who, regardless of tenure status, meet the definition of faculty in Article ~~1.3~~ 6.1.1 of the ~~University Bylaws~~ NIU Constitution.

ARTICLE 14:
FACULTY AND SPS PERSONNEL ADVISOR

The Faculty and SPS Personnel Advisor is a resource person whose services are available to any faculty member (ranked or no-rank faculty), administrator, Supportive Professional Staff member, or personnel body in the university. The advisor's role includes such activities as the following:

- To advise faculty and SPS members about the personnel policies and procedures within the university and the courses of action open to faculty and SPS members;
- To advise and assist faculty and SPS members who are experiencing difficulties with the personnel process;
- To advise and assist faculty and SPS members dissatisfied with personnel decisions;
- To observe the workings of the personnel process and to recommend needed changes or clarification;
- And to serve as grievance officer in cases of faculty pursuing the grievance procedure set forth in Article 15.2 of these bylaws.

14.1 Qualifications

The advisor shall be a full-time, tenured faculty member. The advisor shall have had experience with the personnel process at various levels, and be familiar with the administrative structure and operations of the university.

14.2 Conditions of Employment

14.2.1 The advisor shall receive compensation equal to one month of the median salary of all tenured professors each semester and summer session funded through the budget of the University Council.

14.2.2 Secretarial assistance shall be provided.

14.2.3 The advisor may not hold membership on any personnel committee within the university dealing with matters relating to merit evaluations of faculty not holding administrative positions, salary increments, tenure, promotion in rank, or leaves of absence.

14.2.4 The advisor shall receive an initial two-year appointment consisting of eleven months each year, renewable for an additional 11 months. The advisor shall be ineligible for a successive term.

14.2.5 Files generated by the Faculty and SPS Personnel Advisor are the property of the office of the Faculty and SPS Advisor and shall be kept for eight years. Only the Faculty

and SPS Advisor shall have access to the files. After eight years, the files shall be destroyed, except that non-identifying, aggregate data may be kept indefinitely.

14.2.6 The Faculty and SPS Personnel Advisor shall make an annual report which will summarize the activities of the advisor (in such a way as to keep clients' identities anonymous), identify the strengths and weaknesses of the personnel process, and make recommendations for changes in the personnel process. The Faculty and SPS Personnel Advisor Annual Report shall be submitted to the University Council and the Faculty Senate. The FSPSPA Annual Report will be submitted by July 31 of each year.

14.3 Method of Selection

The Faculty and SPS Personnel Advisor shall be elected by the Faculty Senate in the spring for a two-year term to begin at the start of the fall semester.

Then NIU Bylaws, Article 9.2.1 amendment approved by University Council on 04/09/2008.
Then NIU Bylaws, Article 9 amendment approved by University Council on 04/30/2008.
Then NIU Bylaws, Article 9 amendment to opening paragraph and bullet points approved by University Council on 04/29/2015.

ARTICLE 15:
GRIEVANCE PROCEDURES FOR VIOLATIONS OF ACADEMIC FREEDOM

This article provides opportunities through which faculty members can seek adjudication of allegations of violations of their academic freedom by other members of the university administration, faculty, or staff. Opportunities for adjudication of allegations regarding unfair treatment during the operation of university personnel procedures are provided in Article 11 of these bylaws. Opportunities for adjudication of allegations of discrimination on the basis of sex, race, color, national origin, age, marital status, sexual orientation, handicapped status, religious views or affiliation, political views or affiliation, or other factors unrelated to professional performance are provided under Article 11.2.5 of these bylaws, and may be addressed by the provisions of NIU Bylaws Article 4 as well.

15.1 In all cases in which a faculty member alleges violation of his or her academic freedom, the burden of proof that such a violation has occurred shall lie with the faculty member, who shall have responsibility for making a case in accordance with the procedures stipulated.

15.2 If the faculty member believes that his or her academic freedom has been violated, whether by an administrator, other faculty or students, or by majority decision of an elected faculty committee, the faculty member shall assemble all available evidence which sustains such an allegation. An attempt shall first be made to resolve the issue through informal procedures, including conferences with those alleged to have committed the violation, with the appropriate dean, and with the executive vice president and provost.

15.3 If such procedures fail to resolve the issue, the complainant shall submit to the Faculty Senate Personnel Committee a written statement including (1) the names of those charged with the academic freedom violation, (2) a list of specific charges with reference to each person charged, and (3) a request for a hearing. The Faculty Senate Personnel Committee shall meet with the complainant and consider the evidence. Thereafter it shall determine whether sufficient grounds exist to warrant a hearing. No officer of academic administration shall participate in this determination. The decision of the Faculty Senate Personnel Committee shall be final.

15.4 If the Faculty Senate Personnel Committee determines that sufficient grounds do exist, it shall grant the faculty member the proceedings set forth above under Article 11.3.2(C), Step 3: The Hearing. In those proceedings, the burden of proof that decisions or actions have violated the complainant's academic freedom shall lie with the complainant.

15.5 If the final decision supports the complainant, the body reaching that decision shall recommend such redress as it deems suitable.

Then NIU Bylaws, Article 10 amendment approved by University Council on 05/05/2004.

ARTICLE 16:
ELIMINATION OF ACADEMIC PROGRAMS AND REASSIGNMENT OF FACULTY

16.1 Principles Governing Consideration of Program Elimination

Whenever elimination of an academic program is under consideration, every effort shall be made to ensure that all discussions and deliberations regarding program elimination are as open and inclusive as possible. In particular, regardless of the specific mechanisms and procedures through which these deliberations occur consistent with established principles of "shared governance," all members of the university community, including University Council, shall be explicitly invited, in as timely a fashion as possible, to make their views known to those charged with making the recommendation regarding retention or elimination of an academic program.

16.2 Principles Governing Reassignment of Tenured Faculty

In the event that an academic program is eliminated:

16.2.1 The university shall make every effort to expedite reassignment of affected faculty to compatible units on the campus.

16.2.2 The Faculty and SPS Personnel Advisor and the Faculty Development Office shall be available to assist in making such reassignments as easy as possible for both individual faculty members and the academic units concerned.

16.2.3 The executive vice president and provost's office shall actively assist deans and chairs to help ensure that all such reassignments occur with a minimum of difficulty and disruption.

Then NIU Bylaws, Article 21 amendment approved by University Council on 04/30/2008.

ARTICLE 17: *(formerly Article 9)*
STATEMENT OF PROFESSIONAL ETHICS FOR FACULTY AT NORTHERN ILLINOIS UNIVERSITY

17.1 Faculty, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject as researchers and scholars is to seek and to state the truth as they see it. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although faculty may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

17.2 As teachers, faculty encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Faculty demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Faculty make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They do not discriminate against, exploit or harass students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

17.3 As colleagues, faculty have obligations that derive from common membership in the community of scholars. Faculty do not discriminate against, exploit or harass other faculty members or staff. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas faculty show due respect for the opinions of others. Faculty acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Faculty accept their share of faculty responsibilities for the governance of their institution.

17.4 As members of an academic institution, faculty seek above all to be effective teachers and scholars. Although faculty observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Faculty give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, faculty recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

17.5 As members of their community, faculty have the rights and obligations of other citizens. Faculty measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, faculty have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

ARTICLE 18: *(formerly Article 10)*
AMENDMENT OF FACULTY SENATE BYLAWS

19.1 Written notice of a proposed amendment to the Faculty Senate Bylaws may be presented at any regular meeting of the Faculty Senate, but no action shall be taken on a proposed amendment until at least the next regular meeting of the Faculty Senate. The waiting period may be waived by a vote of three-fourths of the members voting.

19.2 No amendment may be in conflict with the provisions of either the University Constitution or the University Bylaws.

19.3 To become effective, an amendment must be approved by a vote of two-thirds of those voting provided at least two-thirds of the voting members are present.

PROPOSED AMENDMENT TO NIU BYLAWS ARTICLE 15:
ACADEMIC COUNCILS AND COMMITTEES OF THE UNIVERSITY

The role of the Academic Planning Council (APC) is evolving as Program Review is decentralized and returned to the local level within colleges and divisions. The proposed revised duties reflect this change. Further, there exists a redundancy in shared governance oversight of new program approvals that is undertaken by the Baccalaureate Council (for undergraduate programs), the Graduate Council Curriculum Committee (for graduate programs), and the APC (for all programs). The prosed revision of duties eliminates this redundancy.

15.3 Academic Planning Council

15.3.1 Composition

15.3.1.1 Faculty Representation

(A) ~~Fourteen~~ eight faculty representatives shall be chosen as follows: ~~two~~ one each from the Colleges of Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Liberal Arts and Sciences, Law, and Visual and Performing Arts and one from University Libraries. ~~; one from the College of Law; three from the College of Liberal Arts and Sciences (one each from the areas of the humanities, the social sciences, and the other sciences).~~

(B) College faculty shall be elected by the college council of the college they represent, or by the college faculty if there is no college council. Library faculty shall be elected by the University Libraries faculty. Faculty members ~~They~~ shall serve three-year staggered terms beginning in the fall semester. If no elected faculty representative is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as ex officio, nonvoting member. No department shall have more than one faculty representative at any one time.

15.3.1.2 Student Representation

(A) ~~Two~~ One students~~, one~~ either an undergraduate or ~~and one~~ graduate student, shall be appointed annually as voting members of the council. The appointments shall be made by the president of the Student Government Association ~~from a list of nominees submitted by the college student advisory committees~~. ~~Each student advisory committee shall be entitled to nominate annually one undergraduate and one graduate student, as appropriate to degrees offered in that college.~~ Term~~s~~ of office for student member~~s~~ shall begin at the beginning of the fall semester; no such term

shall extend beyond the beginning of the succeeding fall semester. Students shall be eligible for reappointment to successive terms.

15.3.1.3 Administration Representation

(A) The executive vice president and provost who shall serve ex officio.

(B) The ~~following, or their designees,~~ vice provost for institutional effectiveness shall serve ex officio, without vote~~:~~.

- ~~vice provost for undergraduate academic affairs;~~
- ~~vice president for research and innovation partnerships;~~
- ~~vice provost for institutional effectiveness;~~
- ~~vice provost for resource planning;~~
- ~~dean of the University Libraries;~~
- ~~dean of the Graduate School;~~
- ~~director of the office of Institutional Research;~~
- ~~director of accreditation, assessment and evaluation;~~
- ~~director of decision support and analysis.~~

~~**(C)** Others who may be directly involved in issues concerning academic programs may assist the committee as resource personnel.~~

15.3.2 Chair

15.3.2.1 The executive vice president and provost shall serve as the chair of the council and shall vote when necessary to break a tie vote.

15.3.2.2 The faculty representatives on the council shall elect from among their members a faculty representative who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

15.3.3 Duties -- ~~Working with the college curriculum committees, the Baccalaureate Council, and the Graduate Council, and~~ ~~r~~ Reporting to the ~~University Council~~Faculty Senate, the council shall:

15.3.3.1 Prepare and periodically update the academic mission statement for Northern Illinois University.

15.3.3.2 Develop and periodically bring up-to-date plans and strategies to fulfill the university's academic mission.

15.3.3.3 ~~Develop and implement procedures~~ Review college and University Libraries reports of ~~for~~ the periodic review of academic programs in terms of their quality and their consistency with the institution's academic mission.

15.3.3.4 Advise the executive vice president and provost on academic priorities and strategies for the achievement of those priorities, including the establishment of priorities in budgeting.

~~**15.3.3.5** Make recommendations to the curriculum committees of the respective colleges and to the Baccalaureate Council and the Graduate Council.~~

15.3.4 Academic Planning Council minutes and reports are to be distributed to all Faculty Senate and University Council ~~and Faculty Senate~~ members and deposited in the university archives.

15.3.5 All substantive policy recommendations are subject to ~~University Council~~Faculty Senate approval.

PROPOSED AMENDMENT TO NIU BYLAWS ARTICLE 11:
GRIEVANCE PROCEDURES FOR FACULTY AND STAFF

NIU Bylaws, Article 11 has been reviewed by a group representing all shared governance bodies and Human Resource Services. The modifications are to move procedure out of the bylaws and into procedural documents to be maintained at the Human Resource Services website.

Revised Article 11 establishes the grievance process. The substance of current Article 11 has been maintained in two procedural documents: 1) Article 11 Grievance Procedures, and 2) Step 3 Guidelines for Grievance Committee Members, Grievants, and Respondents. The procedures will be linked to from the revised Article 11.

The modifications were prepared with a focus on providing a process that is understandable and accessible for all parties.

ARTICLE 11: ESTABLISHMENT OF GRIEVANCE ~~PROCEDURES~~ PROCESS FOR NON-UNION FACULTY AND STAFF

11.1 ~~Preamble11.1.1~~ Northern Illinois University has a tradition of collegiality and shared governance and strives to maintain that as a mainstay of its institutional culture. This University is a community of those whose varied functions, responsibilities, and contributions are supportive of the instructional, research, and service mission of the institution. Civil and professional interactions among all faculty and staff are essential to support that mission in an effective, efficient, and ethical manner.

11.~~1.~~2 Therefore, it is crucial for the university to ensure the right of all faculty and staff ~~(supportive professional staff and operating staff)~~ to perform their individual and collaborative roles in an environment that is free from incivility, misuse of authority, intimidation, retaliation, and infringement upon personal and academic freedoms. In order to provide recourse for allegations of inappropriate treatment by other faculty and staff, the university has established a ~~following~~ procedure~~s~~ for non-union faculty and staff to file a grievance, as set forth in the Non-Union Faculty and Staff Grievance Policy and Procedures. ~~will be used. This is intended to be consistent with the Preamble to the Northern Illinois University Constitution, which declares, "Respect for the intrinsic dignity of each member of the University community, both by the University itself and by each member of that community, is the basic cornerstone governing all community activities." The purpose of these procedures is to provide for orderly disposition of disputes and to facilitate reasonable resolution of matters considered.~~

> ~~**11.1.3** Throughout these procedures, all persons involved should exercise discretion in receiving and transmitting information pertaining to the complaint.~~
>
> ~~**11.1.4** These grievance procedures are not applicable to faculty and staff governed by collective-bargaining agreements or student employees, including graduate assistants.~~

Persons in employment categories covered under collective-bargaining agreements shall be limited to filing grievances in accordance with the provisions of those agreements.

11.1.5 In employing these procedures, the definitions in Section 11.11 (Appendix) of this document will apply.

11.2 A Summary of Time Lines for the Grievance Process

Note: A grievant or respondent may request an extension of the time lines stated in these procedures, and this request will be granted if warranted (Section 11.10(c)).

11.2.1 Informal Complaint (Section 11.4): Identification and discussion of grievable treatment as defined in Section C.

11.2.2 Initiating Formal Grievance (Section 11.5.1): Submit formal grievance form and documentation within 40 work days of the time the grievant knew of or should have known of the grievable act, or within 10 work days after being informed of the formal dismissal of the complaint by a University body for want of jurisdiction.

11.2.3 Response to the Initiation of Formal Grievance (Section 11.5.1): Respondent(s) report on attempts to resolve the matter, within 10 work days. A move to the University level, as described in section 11.5.2, may be made at any time after this step.

11.2.4 Appealing to Higher Level (Section 11.5.2): If the grievance is not resolved, written appeal may be made to the person next highest in the respondent(s)' administrative chain, within 10 work days after receiving the response to the initial appeal.

11.2.5 Response to Appeal (Section 11.5.2): The person appealed to is to respond within 15 work days.

11.2.6 Non-response (Section 11.10(c)): Failure of a respondent to comply with response timelines allows the grievant to advance to the next step of the procedures within 5 work days after the time limitation specified in the timelines.

11.2.7 Continuing Appeal (Section 11.5.2): Steps 11.2.4 and 11.2.5 may be repeated stepwise up the administrative chain, to the vice president; the vice president may intervene earlier; and the grievant may elect to bypass the remainder of the administrative chain and appeal directly to the University level.

11.2.8 Moving to the University Level (Section 11.5.3): If the grievance has not been resolved, a grievance hearing may be requested by submitting the formal grievance form, and documentation, to the Executive Secretary of the University Council within 20 work days after exhausting the series of discussions of sections 11.5.1.and 11.5.2. The Executive Secretary immediately transmits this information to the senior administrator responsible for human resource services (SARHRS).

11.2.9 Pre-hearing Communication (Sections 11.5.3.2 (b) and (c)): The Executive Secretary forwards the grievance form and documentation to the respondents within 5 work days, and within 10 work days forwards to the grievant and respondent the names of panel members eligible to serve on the Grievance Committee.

11.2.10 Response to Potential Members of the Grievance Committee (Section 11.5.3.2 (d)): The grievant and respondent(s) have 5 work days from receipt of the panelists' names to request the Executive Secretary to exclude people from consideration as members of the Grievance Committee.

11.2.11 Establishing Grievance Committee (Section 11.5.3.2 (e)): The Executive Secretary and the SARHRS will select the members of the Grievance Committee within 10 work days of there being a list of acceptable members.

11.2.12 Remanding by Grievance Committee (Section 11.5.3.2 (g)): The Grievance Committee may, within 10 work days, remand the matter to another party (or parties) for further consideration. The Executive Secretary immediately notifies the grievant and respondent(s) of the Committee's decision.

11.2.13 Convening Grievance Hearing (Section 11.5.3.2 (h)): If the Grievance Committee agrees a hearing is warranted, it shall be scheduled to convene within 15 work days and, once scheduled, the Executive Secretary shall immediately notify the grievant and respondent(s) of the date, time, and location of the hearing.

11.2.14 Grievance Committee's Decision (Section 11.5.3.4 (a)): After the Committee reaches a final decision, the chair of the Committee will transmit that decision to the President, the SARHRS, the Executive Secretary, the grievant, and the respondent(s), within 5 work days after last convening.

11.2.15 President's Response (Section 11.5.3.4 (b)): The president will respond as expeditiously as is practical.

Note: If a grievance involves an Affirmative Action complaint, also see Section 11.7.

11.3 Grounds for Grievances

11.3.1 These procedures provide opportunity for a faculty or staff member to seek resolution of allegations of unfair treatment in the workplace by other members of the University faculty or staff. They may also be used by University staff engaged in academic activities for allegations of violation of their academic freedom. (Allegations of violation of the academic freedom of faculty are dealt with by procedures in Bylaws Article 10.) Grievances may include good-faith claims of (a) sexual harassment or discrimination, including excessive impact unrelated to professional qualifications, of the actions or inaction of others (University Affirmative Action policies and procedures may also be invoked); (b) appeal of reprimands or other records placed in an employee's

personnel file; (c) appeal of disciplinary actions including dismissal for cause of SPS employees (Civil Service employees refer to specific procedures for Operating Staff); or (d) arbitrary, capricious, or oppressive treatment pertaining to the application of benefits, terms and conditions of employment (including the creation of a hostile work environment within the employment context), personnel reviews, and performance evaluations.

11.3.2 Exceptions. These grievance procedures apply only to claims that are not expressly covered under other University, Board of Trustees, or state procedures. Alternative procedures exist for the following matters (11.3.2.1. – 11.3.2.4.), which shall not be subject to this grievance procedure:

11.3.2.1 Claims regarding faculty personnel matters involving promotion, tenure, sabbatical leave, merit salary increase, sanctions, or dismissal for cause shall be administered in accordance with academic procedures in college bylaws and policies and the University Constitution and Bylaws. A separate procedure applicable for allegations of inappropriate treatment in considerations of faculty promotion or tenure is provided in Bylaws Article 7, and a separate procedure for allegation of violation of a faculty member's academic freedom is provided under Bylaws Article 10.

11.3.2.2 Disciplinary proceedings involving suspension, demotion, or discharge for Operating Staff employees must follow provisions established by Human Resource Services pursuant to the State Universities Civil Service System Statute and Rules.

11.3.2.3 Allegations of research misconduct shall proceed as prescribed in "Research Integrity at Northern Illinois University" (Academic Policies and Procedures Manual, Section I, item 2), except that, in addition, these grievance procedures may be followed in the case of an allegation that an instance of research misconduct caused personal harm to the complainant.

11.4 Informal Procedures

The University encourages the maintenance of a positive employee-relations environment that includes effective communication and feedback and attempts to informally resolve complaints. The University strongly encourages attempts to resolve issues through informal procedures, beginning at the lowest appropriate level. Initial attempts will normally include discussions with those alleged to have committed the action or conduct described in section 11.3. A request for mediation or alternative informal resolution options may be made to the office of the SARHRS. Where confidential mediation or alternative resolution option is agreed to by the parties, such process may be used as a substitute for this grievance procedure to conclusively resolve grievable issues. The complainant must be notified of the right to end the informal process at any time and initiate a formal grievance (section 11.5), and in some situations (such as situations involving violence or the threat of violence), informal conciliation may not be appropriate. In

such cases, response should follow procedures established in accordance with Illinois state law, including workplace violence protocols, and established threat assessment procedures.

11.4.1 Facilitation. In an effort to resolve complaints without recourse to a formal hearing, those involved in the discussions are urged to invite the assistance of other University employees or offices, such as, but not limited to, the University Ombudsman, Human Resource Services, and/or the Faculty and SPS Personnel Advisor, to facilitate communication and strive toward resolution of disputes. In all discussions the complainant shall have the right to choose, and be accompanied by, any NIU faculty or staff member as a non-participating adviser, other than a person acting in the capacity of legal counsel. As these discussions look toward conciliation, no transcript or recording shall be made.

11.5 Formal Procedures.

Should the problem not be satisfactorily resolved on an informal basis, the complainant becomes a grievant and should initiate the formal grievance procedures of section 11.5.3. Reports of violations of these grievance procedures shall be directed to the SARHRS. The SARHRS (or designee) will refer reports concerning faculty to the Executive Vice President and Provost. If the person to whom this report is to be referred is the respondent, the report will be directed upward in the organizational chain to an appropriate official for action and response to the grievant.

11.5.1 Step I. If the complaint is not resolved informally to the complainant's satisfaction, he or she may submit a formal grievance, specifically citing a grievable act as defined in section 11.3. The formal grievance shall be presented via a signed grievance form provided by the SARHRS for this purpose and shall be accompanied by any supporting documents. This form is to be submitted within forty(40) work days of the time the grievant knew of or should have known of the grievable act, or within ten (10) work days after being informed of the formal dismissal of the complaint by a University body for want of jurisdiction or after failure of informal efforts to resolve the matter. It is to be submitted to the Office of the SARHRS, and that office will immediately refer it to the named respondent(s) and to others whom that office assigns as respondents. The designated respondents may attempt to resolve the matter and/or provide a response to the allegation(s), and will report the result/decisions in writing, within ten (10) work days of receiving the form, to the grievant and to the SARHRS, who will immediately provide the grievant with notification of the next action and its time frame.

11.5.2 Step II. If the grievance has not been resolved to the grievant's satisfaction at Step I, he/she may submit a written appeal to the next person upward in the organizational chain from a named respondent, within ten (10) work days of the receipt of the response in Step I. That person will attempt to resolve the matter and/or provide a response to the allegation(s), and will provide a written response to all parties, and to the vice president of the division of the University in which the grievant is employed, within ten (10) work days of receiving the appeal. This step may be repeated to each successive step in the organizational chain up through the level of vice president, and the vice president can intervene before the latter level is reached. In the event that a divisional committee is

established to hear grievances, this committee may serve in lieu of a person in the organizational chain, at the discretion of the vice president.

Alternatively, if the grievance has not been resolved to the grievant's satisfaction at Step I, he or she may proceed directly to Step III, the initiation of a formal grievance at the University level. If this is done, the University Grievance Committee may remand the grievance to any level in the organizational chain that has been omitted.

If, at any stage, a violation of University policies, procedures, or regulations, or of legal standards is found to have taken place, the administrator identifying that violation shall direct the necessary administrative steps to resolve the matter through appropriate application of University policies or other actions as required. The written grievance of Step II shall be via the signed form and supporting documentation specified in Step I. The SARHRS is to be notified by the grievant, in writing, each time the grievance is referred to a different person.

11.5.3 Step III. If the grievance is not resolved to the grievant's satisfaction at Step II of the formal complaint procedures (section 11.5.2), the grievant may initiate a formal grievance at the University level, by requesting a hearing by the Grievance Committee (see Section 11.5.3.2).

11.5.3.1 Representation on the Grievance Committee

(a) Three categories of employment are recognized in this document: faculty, operating staff, and supportive professional staff. Members of the Grievance Committee shall be drawn from the employment category(ies) to which the grievant and respondent(s) belong. For purposes of determining Committee composition, a faculty member who has an administrative appointment above the level of department chair will be considered in the faculty category if his or her involvement in the grievance is due to his or her actions as a faculty member and will be considered in the supportive professional staff category if his or her involvement is due to his or her actions as an administrator.

(b) At the beginning of each academic year, each of the following three bodies shall forward the names of at least 15 members of its constituency, by a method and for duration of service specified by that body: Faculty Senate, Operating Staff Council, Supportive Professional Staff Council. Each of these three groups of at least 15 persons will serve as a panel from which a Grievance Committee can be chosen for a particular grievance. If all parties in the grievance are from the same employee classification, the Grievance Committee shall be composed of five panel members from that employee classification. If the grievant and respondent(s) are from more than one employee classification, the Grievance Committee shall be composed of two panel members from each of the classifications and one member of any of the three panels designated jointly by the SARHRS and

the Executive Secretary of the University Council. Members of the Committee may not include the grievant, a respondent, a person employed in the grievant's or a respondent's academic department or similar administrative work unit, a member of the grievant's or respondent's household, or a hearing witness. The grievant and the respondent(s) each have the right to request exclusion from Committee membership any panelist(s) as described in Section 11.5.3.2 (d). Also, any panelist can request to be excluded on the basis of a real or potential conflict of interest or personal relationship. The panel members to compose the Grievance Committee shall be selected as described in section 11.5.3.2 (e) and the chair of this committee will be appointed in accordance with section 11.5.3.2 (f).

(c) All formal actions of the Grievance Committee require an affirmative vote of at least a majority of the committee members.

11.5.3.2 The Pre-Hearing Process

(a) A written request for a hearing by the Grievance Committee, signed by the grievant, shall be presented to the Office of the Executive Secretary of the University Council on the form provided by that office for this purpose. The information on that form shall include (1) the names of those persons or offices that possibly contributed to the adverse situation described in the grievance, (2) a list of the specific actions(s) or inaction(s) alleged to constitute the grievable acts, (3) the names of witnesses who might provide useful information to the Grievance Committee, (4) a report of the final disposition of Step I and Step II in the grievance process (without including disclosure of the content of any settlement efforts), and (5) the requested intra-institutional actions of remedy or redress. Submission of this form shall be accompanied by any supporting documents. The signed original, and one complete copy, of the form and accompanying materials must be submitted no later than 20 work days after completing the processes described in Step I (Section 11.5.1) and Step II (Section11.5.2). Immediately upon receipt, the Office of the Executive Secretary will submit the copy of these materials to the SARHRS, who will be responsible for compiling and maintaining records of the grievance.

(b) Within five (5) work days of receipt of a request for a grievance hearing, the Executive Secretary of the University Council will forward a copy of the grievance form and accompanying materials to the respondent(s). Each respondent shall have 15 work days to submit a response to the Executive Secretary, who will forward a copy to the grievant, except that information of a confidential nature concerning parties other than the grievant and respondent(s) may be redacted by the Executive Secretary at his or her discretion.

(c) Within ten (10) work days of receipt of the request for a hearing, the Executive Secretary of the University Council will forward to both the grievant and the respondent(s) the names of all the appropriate panel members eligible to serve on the Grievance Committee.

(d) Within five (5) work days from receipt of panelists' names, the grievant and respondent(s) may request of the Executive Secretary that persons on the list be excluded from consideration as Grievance Committee members. Reasons for exclusion from the list shall be given and may include personal or professional conflicts of interest, past interpersonal disputes, and other indicators of possible inability to serve in an objective manner. If, after exclusions, there remains on a panel an inadequate number of representatives from any constituency group to form a Grievance Committee, the Executive Secretary will contact the president of the appropriate representative body to request additional appointments in order to achieve the requisite number of people from that constituency group.

(e) Within ten (10) work days of the establishment of a pool of acceptable candidates, the Executive Secretary and the SARHRS will select the Grievance Committee from members of the appropriate panel(s), and shall convene the Committee, using such considerations as members' availability.

(f) The members of the Grievance Committee will elect one of their number to act as chair of the Committee. The chair will be responsible for facilitating the hearing process.

(g) The Grievance Committee will review all submitted materials and return with one of the following options within ten (10) work days after first convening. It will grant the request for a hearing if it determines there are sufficient grounds and if the grievance issues have not been adequately resolved; it may request additional information from anyone it deems necessary; it may remand the matter to another individual or individuals for further consideration, including supervisory personnel who may have been bypassed in the initiation of the University-level grievance; or it may deny the request for a hearing. A denial of the request for a hearing concludes the grievance process. The Executive Secretary shall immediately notify, in writing, the grievant and the respondent(s) of the Committee's decision. No further information shall be provided to the grievant in this case.

(h) Should the Committee decide, by a majority vote, that a hearing is warranted, it shall be scheduled to convene within 15 work days. Once scheduled, the Executive Secretary and SARHRS shall immediately

notify, in writing, the Committee, the grievant, and the respondent(s) of the date, time, and location of the hearing, and shall send to the grievant and respondent(s): A copy of the pertinent policies and procedures from relevant sections of university and Board of Trustees policies, along with the University Constitution and Bylaws, and such other documents as concern the rights of the grievant; In cases involving dismissal for cause of SPS personnel, a copy of the specific charges against the grievant constituting just cause for dismissal; A summary of the principal evidence presented in support of the charge, and a preliminary list of the witnesses the university administration plans to call; The names of the members comprising the Grievance Committee; A formal invitation to attend the hearing, and notice of the right to be accompanied at the hearing by an adviser of the grievant's and/or respondent's choice and legal counsel; and The date by which each party shall submit to the other a list of potential witnesses and copies of the documents which each party anticipates will be used or presented at the hearing. Sufficient time shall be provided to review these documents and prepare for the hearing. A copy of the Grievance Record composed of appeals and responses completed at earlier steps of the grievance procedure, written request for the hearing, and supporting documentation.

11.5.3.3 The Hearing Process

(a) The Committee may request legal counsel support for itself concerning procedural and substantive matters related to the hearing process from the University General Counsel, or designee, and may have such counsel in attendance as an advisor at all its meetings. The grievant and respondent(s) are entitled to consult with any person(s) they choose, prior to or outside of the hearing. In addition, each party is allowed to have present during the hearing one non-participating adviser. The hearings shall be closed to all other non-participants. Witnesses shall be present only if invited by the Committee, and only when providing testimony or being otherwise involved as invited by the Committee.

(b) In the hearing proceedings, the burden of proof that a grievable act was committed shall lie with the grievant, except in cases of dismissal for cause, when the burden of proof shall lie with the university.

(c) Prior to the hearing, the grievant and the respondent(s) shall each deliver to the Grievance Committee all relevant written information and other material evidence supporting their respective positions, including a description of the original grievable act. All such information shall be made available to the grievant and respondent(s), and this information shall include the name of each person requested to be heard as a witness.

(d) The Committee will make an initial determination as to what evidence will be considered and which witnesses will be summoned. The Committee may solicit additional materials and information, and may summon additional witnesses at any time in the proceedings.

(e) A tape recording will be made of the hearing proceedings and will be maintained for no less than five years, along with associated documentation, in a secure location controlled by the office of the SARHRS.

(f) The specific hearing proceedings will be conducted consistent with these stipulations, and in a manner determined by the Grievance Committee.

(g) The grievant and respondent(s) are entitled to be present during any presentation by another party.

(h) The Grievance Committee may admit any evidence it feels may be important in addressing the issues under consideration, including written or oral testimony from any persons who might provide evidence or information relevant to the grievance. Every effort shall be made by the University administration to secure any such evidence identified by the Committee. All such evidence shall be available to the grievant and to the respondent(s).

(i) Where, for appropriate reasons, any witness is unable to appear personally at a hearing, a signed written statement may be accepted by the Grievance Committee. The Committee shall make such statements available to the grievant and to the respondent(s) and shall allow the grievant and respondent(s) to submit written or oral responses to such a statement.

(j) The Grievance Committee will adjourn and reconvene as it deems necessary to enable the presentation and consideration of necessary and appropriate evidence, in every action moving as expeditiously as possible.

(k) The SARHRS shall ensure the participation of all respondents and witnesses summoned by the Grievance Committee, including the guarantee of work-release time as necessary for participation. Any employee, other than a party in a privileged communication, who does not fully respond to a reasonable request from the Committee, may be considered insubordinate. Upon establishment of a privileged communication, testimony will be limited to what is not privileged.

(l) The grievant, the respondent(s), and each member of the Grievance Committee shall have the opportunity to question each witness. Grievants

and respondents may not question each other without express permission of the chair of the Committee.

(m) Following conclusion of the presentation of all evidence and the testimony of all witnesses, the Grievance Committee shall convene in private session for closed deliberation and judgment.

(n) During the development of its decision and recommendations, the Grievance Committee may, at its discretion, consult with any person not participating in the hearing, including University administrators and legal counsel. It may not, however, accept additional evidence or witness testimony without formally reconvening and providing the grievant and respondent(s) the opportunity to attend and to hear and respond to such evidence or testimony.

(o) The Grievance Committee shall determine its findings and shall attempt to develop one or more recommendations. The Committee is charged, not with determining guilt or innocence, but, rather, with proposing what, if any, action should be taken. The Committee should decide, by consensus if possible, whether and what institutional action(s) might be taken to rectify the grievance. The Committee may also consider findings and make recommendations designed to prevent future concerns similar to those of the grievance from arising.

(p) Except as may be necessary to arrive at its decision and to prepare the formal reports required by this procedure, Grievance Committee members will not disclose to any person any information that was acquired through their participation in any stage of the grievance process, unless so compelled by a court of law. The same restriction shall apply to all individuals who may be consulted by the Committee at any stage of the hearing process. It shall be the responsibility of the chair of the Grievance Committee to inform all involved of these requirements.

11.5.3.4 The Post-Hearing Process

(a) Within five (5) work days of the Grievance Committee's decision, the chair of the Committee shall forward a written report of its findings and recommendations to the President of the University, the Executive Secretary of the University Council, the SARHRS, the grievant, and the respondent(s). This report need not contain negative judgment of the actions of any party and it may include recommendations for systemic change, such as modification of procedures or working conditions.

(b) After receiving the report, the President shall respond in writing, as expeditiously as is practical in one of the following ways: (1) remand the matter to the Grievance Committee for further action or consideration,

indicating the issues warranting further attention, and meeting with the Committee to discuss those issues if the President or the Committee so desires, (2) issue an administrative directive designed to resolve the situation. This response shall be issued to the SARHRS, the Executive Secretary of the University Council, the grievant, the respondent(s), and the Grievance Committee. Any administrative directive will be addressed to those persons or policy-making bodies whose actions may be necessary for the directive's implementation. Those persons or bodies will also be provided with those aspects of the grievance findings necessary to understand the nature and purpose of the actions to be implemented.

(c) Except in cases involving dismissal for cause of SPS personnel, the response of the President is the final step in the University's grievance process. In cases involving dismissal for cause of SPS personnel, if dismissal or other penalty is recommended, the grievant shall have five (5) working days from receipt of the President's decision in which to request that the President transmit the record of the case to the Board of Trustees. If the grievant fails to respond within the five days provided, the President may forward the case to the Board of Trustees on his or her own motion, or the President may refuse to forward the case and the matter shall be considered closed at that point. The Board of Trustees is not obligated to consider the case even if forwarded to it for a decision.

If the Board of Trustees agrees to consider the case, the following procedure is recommended. The Board's review should be based on the record of the proceedings conducted by the Grievance Committee. At its discretion, the Board of Trustees may provide opportunity for argument (written, oral, or both) by the principals at the hearing, or by their representatives. Either the decision of the Grievance Committee shall be sustained, or the matter will be returned to the Grievance Committee with specific objections. The Grievance Committee should then reconsider the matter, taking into account the Trustees' stated objections, and receiving new evidence if necessary. It is recommended that the Board of Trustees make a final disposition of the case only after studying the Grievance Committee's reconsideration.

11.6 Conflicts of Interest

(a) In the event that a grievance is related to the actions of a supervisor, who would act as a respondent, the grievant or the SARHRS may advance the grievance to the next organizational level. Informal efforts of reconciliation should still occur. If the grievance is filed by an employee who reports directly to a vice president or the President, and circumstances prevent using Steps I or II above, then the grievant may submit an appeal directly to the President (or designee) under the procedures of Step II. If, thereafter, the grievance is still unresolved, the grievant may initiate a formal grievance at the University level in accordance with the provisions of Section 11.5.3.2.

(b) In cases that originate with a grievant or respondent in Human Resource Services or any other unit supervised by the SARHRS, all duties and roles assigned to the office of the SARHRS shall be assigned to the University General Counsel (or designee) who will coordinate the grievance process.

11.7 Affirmative Action Complaints

(a) Official University complaint procedures exist pertaining to allegations of discrimination or harassment on the basis of race, color, sex, age, marital status, sexual orientation, national origin, religious views or affiliation, disability or handicapped status, veteran's status, or retaliation for having alleged (or for supporting allegations of) discrimination. Complaints of discrimination or sexual harassment may be filed with the Office of Affirmative Action and Diversity Resources, and grievances alleging discrimination or harassment may also be filed by means of this grievance procedure. It is recommended that access to affirmative-action procedures be initiated as soon as affirmative-action issues are identified. Doing so will not alter the timelines of the grievance process. However, absent waiver or extension by the grievant, all relevant timelines contained in these procedures must be complied with.

(b) In the event that a grievance involves an affirmative-action issue, the respondent(s) at any given step may consult with the Affirmative Action Officer (AAO). The vice president (or designee) in Step II, or the Grievance Committee, may also refer all or portions of a grievance to the AAO for investigation and disposition. Such a referral will indicate a specific timeframe for completion of the investigation and any related report(s), established by the AAO in consultation with the vice president (or designee) or Grievance Committee, and any relevant timelines for response under this grievance procedure will be extended to incorporate the specific timeframe provided by the AAO for an affirmative-action investigation. The AAO will inform all parties if the time frame is extended. The extension is limited to 45 work days. Should a grievance involving allegations of discrimination or harassment be filed or processed subsequent to the completing of an affirmative-action investigation, the results of the investigation (contained in an appropriate summary or final report provided to the parties) shall be considered part of the record included with the grievance. Materials and records obtained in the course of an Affirmative Action Officer's investigation are confidential and not accessible within the grievance process. Investigator's notes, draft reports, and documentation not included in or attached to a final report shall be considered confidential business records, not available to the parties, and will be maintained in a separate confidential file by the AAO. The University is legally required to enforce applicable legal standards pertaining to discrimination and/or sexual harassment. Therefore, immediate responses may be required when such matters are reported to a supervisor or the AAO. In the event that a grievant elects to pursue an appeal involving an allegation of discrimination pursuant to Section 7.2.5 of the Constitution and Bylaws, the outcome of any such appeal will be reported to the Affirmative Action Officer (AAO) by the respective Hearing Board. Thereafter, the AAO may consider this record in determining whether a further investigation is warranted in the event that the same or a

similar complaint is filed by the grievant under alternative university procedures for complaint and investigation.

11.8 Special Cases

(a) Appeals of personnel reviews or performance evaluations for status Operating Staff employees shall be administered pursuant to these grievance procedures, except in cases where a grievant is an employee covered by a collective-bargaining agreement.

(b) Appeals of salary increases (not including faculty appeals of merit ratings) shall follow Steps I and II of these grievance procedures. Operating Staff may appeal to a Salary Review Committee in accord with University procedures. Affirmative Action appeals which include salary increase issues in relation to an allegation of discrimination, retaliation, or harassment shall follow the University Affirmative Action complaint procedures and/or successive steps of these grievance procedures.

(c) Multiple grievances, submitted by one or more grievants, on the same or similar topics and within 30 work days of the initial grievance, may be consolidated on the recommendation of the SARHRS in consultation with the Executive Secretary, and approval of the grievant(s), and presented as a package to the respondent(s) at any stage of the grievance process.

(d) Upon the recommendation of the SARHRS and approval by the grievant, a grievance may be referred directly to any higher level in the grievance process, thereby bypassing any preliminary steps as indicated. The named respondent(s), if any, shall be notified of any such referral and provided with the opportunity to place their responses in the grievance record.

11.9 Retaliation

Retaliation is strictly prohibited against any individual(s) who participate(s) in the process in the following manner(s) utilizing the grievance procedures, providing information under these procedures, cooperating in an investigation under these procedures, serving as a witness in a grievance hearing, or otherwise participating in grievance proceedings. Claims of retaliation in Steps I and II should be reported to the SARHRS, and in Step III to the SARHRS and the Executive Secretary, and proven claims will subject the offender(s) to corrective measures, including disciplinary action.

11.10 Administrative provisions relating to the grievance procedure

(a) The Board of Trustees has delegated authority to the President of the University with respect to certain matters regarding University operations. Under this delegation of authority, specific University administrators and offices are assigned responsibilities with respect to the conduct of University operations and personnel procedures. Should a grievance proceed through the process and result in a recommendation by the Grievance Committee, this recommendation shall be forwarded to the President, who will make the final determination with respect to implementing or amending the recommendation, or

~~returning it to the Grievance Committee for additional consideration. All final dispositions of formal grievances are subject to applicable laws; University rules, policies, and regulations; and approval of the President.~~

~~**(b)** Grievances citing an employee's action unrelated to supervisory actions shall be referred to the appropriate supervisor of that employee.~~

~~**(c)** Failure of a grievant to comply with the time limits set forth in these grievance procedures shall result in nullification of the grievance. However, the grievant or a respondent may request of the SARHRS, if in Steps I or II of the process (11.5.1. and 11.5.2), or of the Executive Secretary of the University Council if in Step III (11.5.3.), an extension of the time limits stated in these procedures. The SARHRS or Executive Secretary, as appropriate, will so inform the grievant and each respondent; will consider that request expeditiously and, if they believe that unusual circumstances warrant the extension, will approve it on behalf of the University and so inform all parties. A grievance involving the same matter or set of issues may not be resubmitted. All University administrators and supervisors are responsible for making timely responses to grievants. Failure of a respondent at a given step in these grievance procedures to comply with the response time frames shall allow the grievant to advance to the next step of the procedures within five (5) work days of the time limitation set forth in the previous step, and based upon the responses provided at prior steps.~~

~~**(d)** Grievants alleging violation of University policies shall identify the alleged violator(s) and shall identify or describe one or more grievable acts as defined in Section 11.3. The grievant may include a requested remedy to resolve the grievance at Step I. If requested by the grievant, supervisors and University representatives giving responses at Steps I through III shall provide additional information as necessary to further clarify or define the issues.~~

~~**(e)** In each case where a faculty or staff member alleges grounds for a grievance, that person shall have the responsibility for proving a case by preponderance of the evidence, in accordance with the stipulated procedures. In cases of dismissal for cause of SPS personnel, the burden of proof shall lie with the university.~~

~~**(f)** Grievance responses provided under these procedures shall be consistent with applicable legal standards and with official University rules and regulations.~~

~~**(g)** At any step in the process, the grievant and/or the respondent may consult with or otherwise enlist the assistance of appropriate individuals such as, but not limited to, the Ombudsman or – for grievants who are faculty or Supportive Professional Staff – the Faculty and SPS Personnel Advisor, in the filing of a grievance or in seeking resolution of the grievance. During any stage of these grievance procedures (Step I through a grievance hearing), the grievant may be accompanied by a non-participating adviser of his/her choosing. The presence and participation of attorneys who are of counsel to parties is limited to hearing proceedings involving discharge or other panel or hearing~~

board or arbitration venues to which grievances may be referred. The University reserves the right to also have an attorney present in the event of such participation.

(h) During the grievance process, any party to a grievance may request official interpretations of University rules, policies, procedures, and regulations from the SARHRS. The SARHRS will refer the request to other University authorities, as appropriate, in order to obtain an expeditious official interpretation.

(i) Employees may be held responsible for maintaining appropriate standards of professional conduct, in accord with University policies and procedures, at all times. Employees may participate in conciliation efforts or grievance dispositions during periods outside their appointments if all the parties so agree. Days on full leave of absence shall be considered as time outside of the period of the appointment for purposes of these grievance procedures.

(j) A grievance may be withdrawn by the grievant at any stage during the process.

(k) Throughout the grievance process, the grievant shall fulfill her/his assigned professional responsibilities with the University.

11.11 Appendix

11.11.1 Definitions

(a) Adviser. A person present at a grievance hearing , who in no way participates in the formal proceedings but may privately advise a hearing participant to the degree that the Grievance Committee determines that such advising does not interfere with the conduct of the hearing.

(b) Complainant. A University employee presenting a complaint.

(c) Complaint. An allegation that there has been an adverse situation as described in Section 11.3.

(d) Dismissal for cause. Termination of employment prior to the expiration of an employee's contract period. Documentation sufficient to establish just cause for dismissal is required. Dismissal will not be used to restrain employees in the exercise of their constitutional and legal rights.

(e) Executive Secretary. The Executive Secretary of the University Council.

(f) Grievance. A formal, written allegation, not resolved by the informal efforts of Section 11.4, that there has been an adverse situation as described in section 11.3.

(g) Grievant. A University employee presenting a grievance.

(h) Observer. A person who is present at a grievance hearing but is in no way a participant or an adviser while the hearing is in session.

(i) Party. The grievant or the respondent(s) are defined as parties to this process.

(j) Privileged communication. Written or oral communication not subject to disclosure under these procedures because it arises from the relationships of either patient and health-care practitioner (including mental health counselor), victim and violent-crime counselor, client and attorney, source and news reporter, counselee and member of the clergy, spouse, or member of the immediate household, as well as that arising from interactions with persons in their role of University Ombudsman, Faculty and SPS Personnel Advisor, Employee Wellness and Assistance Program counselor, Employee Relations counselor, or other University employee acting in an official role as a counselor. In the event that state law changes in a fashion to expand the above or similar relationships, this definition shall be interpreted and applied so as to comply with the changes in the law.

(k) Respondent. A person whose action or inaction is identified as possibly contributing to the adverse situation described in the grievance.

(l) SARHRS. The senior administrator responsible for human resource services (whose exact title may change) or designee. As indicated in Section 11.6(b), in cases that originate with a grievant or respondent in Human Resource Services or other units supervised by the SARHRS, all duties and roles assigned to the office of the SARHRS shall be assigned to the University General Counsel (or designee) who will coordinate the grievance process.

(m) Work days. All days during which the University is normally scheduled for operations, excluding weekends, official holidays, and closure periods. For employees on appointments of less than 12 months per year, "work days" do not include any days outside of the period of their appointment.

(n) Workplace. A location in which employment duties are performed for Northern Illinois University and are subject to the direction, terms, and conditions of employment of the University.

Amendment approved by University Council on 4/30/2008.

Amendment approved by University Council on 4/27/2011.

Editorial revisions to update "Vice President for Human Resources" to "Vice President of Administration" made 12/18/2012.

~~*Editorial revisions to update "Vice President of Administration" to "senior administrator responsible for human resource services" approved by University Council 04/02/2014.*~~

Grievance Procedure

These procedures provide opportunity for eligible faculty or staff member(s) to seek resolution of allegations of unfair treatment in the workplace by other members of the university faculty or staff. These grievance procedures are not applicable to faculty and staff governed by collective-bargaining agreements, or student employees, including graduate assistants. Persons in employment categories covered under collective-bargaining agreements shall be limited to filing grievances in accordance with the provisions of those agreements.

Grounds for Grievances

Grievances under these procedures are limited to any of the following instances:

1. An appeal of a disciplinary action;

2. Arbitrary, capricious or egregious treatment pertaining to the application of benefits, terms and conditions of employment, including appeals of decisions regarding salary;

3. Dismissal for cause related to positions not covered by a collective bargaining agreement.

4. Personnel and performance reviews.

5. Salary appeals.

Exceptions

These grievance procedures apply only to claims that are not expressly covered under other university, Board of Trustees, or state procedures. Alternative procedures exist for the following matters**:**

1. Claims regarding faculty personnel matters involving promotion, tenure, sabbatical leave, merit salary increases, sanctions, or dismissal for cause shall be administered in accordance with academic procedures in college bylaws and policies and the University Constitution and Bylaws;

2. A separate procedure applicable for allegations of inappropriate treatment in considerations of faculty promotion or tenure is provided in University Bylaws Article 7;

3. A separate procedure for allegation of violation of a faculty member's academic freedom is provided in University Bylaws Article 10;

4. Disciplinary proceedings involving suspension, demotion, or discharge for Operating Staff employees must follow provisions established by Human Resource Services pursuant to the State Universities Civil Service System Statute and Rules;

5. Grievances involving allegations of research misconduct shall proceed as prescribed in "Research Integrity at Northern Illinois University" (University Policy Library) except that, in addition, these grievance procedures may be followed in the case of an allegation that an instance of research misconduct caused personal harm to the complainant.

6. Salary increase appeals based on an allegation of discrimination or harassment based on a protected category (i.e. race, gender, disability, etc.), or retaliation, shall follow the procedures outlined in the University's "Nondiscrimination, Harassment and Retaliation Policy and Procedures for Students, Faculty and Staff."

7. Grievances involving discrimination should be directed to the Ethics and Compliance Office.

8. Grievances involving sexual harassment should be directed to the Title IX Office.

In employing these procedures, the definitions in the Appendix of this document will apply.

Throughout these procedures, all persons involved are required to exercise discretion in receiving and transmitting information pertaining to the grievance.

Informal Procedures

Individuals are strongly encouraged to attempt to resolve issues through informal procedures. Initial attempts may include discussions between the grievant(s) and respondent(s).

A grievant(s) shall attempt to informally resolve the matter at issue with those alleged to have committed the action or conduct prior to filing a formal grievance. The grievant(s) shall attempt to resolve the matter informally within 20 workdays of the incident causing the grievance.

1. If you feel comfortable, address the issue with the person engaging in the grievance related conduct. Human Resource Services may also provide a mediator upon request to aid in the facilitation of the conversation;
2. If you are not comfortable addressing the person engaging in the conduct or if you have done so and the issue has not been resolved, report the behavior to your supervisor; or
3. If your supervisor is the person engaging in the conduct, go to their supervisor to report the behavior.

Informal resolution options may include mediation or alternative resolution, with the assistance of the office of the Senior Administrator Responsible for Human Resource Services (SARHRS). Where confidential mediation or alternative resolution option is agreed to by the parties, such process shall be used as a substitute for this grievance procedure to conclusively resolve grievable issues. The grievant(s) must be notified of the right to end the informal process, at any time prior to a final determination, and initiate a formal grievance.

Resources Available to Assist in the Informal Resolution of Grievance:

1. University Ombudsperson
2. Human Resource Services
    - Respondents needing information regarding salaries should contact the SARHRS.
3. Employee Assistance Program
4. Faculty Personnel Advisor
5. SPS Personnel Advisor
6. Operating Staff Personnel Advisor

If the issue(s) is not resolved through informal attempts a formal grievance may be filed. See the Formal Grievance Procedure for the next steps.

Support Persons, Union Representation, and Attorneys

Any individual found to be disruptive to the proceeding will be removed from the proceeding.

The grievant and respondent may each have one support person present at any meeting. Support persons may act in an advisory capacity only and may not speak on behalf of the party in any proceeding. The involvement of a support person cannot result in an undue delay of the proceeding and the support person must comply with rules contained herein. Failure to comply with the rules or engagement in behavior that is disruptive, harasses, intimidates, or abuses any party or witness may result in their removal and being barred from further involvement. Any individual who is participating in this capacity is expected to maintain the same level of privacy that is expressed throughout these procedures.

If the respondent is a member of a union, they have the right to have union representation present during their meeting. Union representation may be considered a support person.

Notice of the presence of a support person, including the presence of a union representative or a licensed attorney, must be made in writing to the SARHS.

Individuals who may be a grievant, co-respondent, witness, hold a supervisory position over the grievant or respondent, or be in a position that may suggest a conflict of interest may not serve as a support person.

Formal Grievance Procedure

Filing a Grievance

I. Step 1:

A. A formal grievance shall be filed within 30 workdays of the determination by the grievant of the inability to come to a resolution informally, but in no case later than 60 workdays after the grievant has become aware of the action which is being grieved. If it is shown that a good faith effort has been made to resolve the grievance, but the 60-day window has not provided sufficient time, an exception may be made by the SARHRS. Exceptions will be determined after a review of the documents submitted identifying the good faith effort.

B. It shall be filed online using the form maintained by Human Resource Services. The SARHRS (or designee) shall, whenever possible, review the grievance within five workdays. The SARHRS will ensure that it is timely, that the allegations meet the definition of a grievable act, as identified in the Grounds for Grievances section of this document, and that it has been submitted by a faculty or staff member who is eligible to file a grievance.

1. In cases that originate with a grievant or respondent in Human Resource Services or other units supervised by the SARHRS, all duties and roles assigned to the office of the SARHRS shall be assigned to the University General Counsel (or designee) who will coordinate the grievance process.
2. Multiple grievances, submitted by one or more grievants, on the same or similar topics and within 30 work days of the initial grievance, may be consolidated on the recommendation of the SARHRS and approval of the grievant(s), and presented as a package to the respondent(s) at any stage of the grievance process.

C. If the grievance is determined to be a grievable act, the SARHRS (or designee) shall immediately refer it to the named respondent(s).

D. The designated respondent(s) may attempt to resolve the matter and/or provide a response to the allegation(s), and will report the result/decisions in writing, within 10 workdays of receiving the form, to the grievant and to the SARHRS, who will immediately provide the grievant with notification of the next action and its time frame.

II. Step 2:

A. If, after step 1, the grievance is not resolved to the grievant's satisfaction the grievant may submit a notice of appeal to the next person upward in the

organizational chain from a named respondent, within 10 workdays of the receipt of the response in step 1. If the respondent is the university president, Step 2 does not apply and the grievant shall institute a formal grievance under Step 3.

B. The person receiving the appeal shall attempt to resolve the matter by meeting with both parties individually or together to seek a resolution. If a mutually agreed upon resolution is not possible, that person will provide a response and recommendation regarding the allegation(s), will provide a written response to all parties, and to the vice president (or other appropriate chief administrator) of the division of the university in which the grievant is employed, within 10 workdays of receiving the appeal.

III. Step 3:

If the grievance is not resolved to the grievant's satisfaction at step 2, the grievant may initiate a formal grievance at the university level, by appealing the matter to Step 3.

The Grievance Committee

A. A Grievance Committee will be empaneled by the SARHRS and review all formal grievances.

B. The Grievance Committee will be made up of a three people selected from a pool of twelve individuals, three designees from each shared governance group; Operating Staff Council, Supportive Professional Staff Council, and Faculty Senate. The Grievance Committee will consist of:

- One selected by the respondent(s)
- One selected by the grievant(s)
- The third member selected by the first two members. In the event the first two members cannot agree on a third member within five days, they shall notify the SARHRS who shall within five days select a third member.
- Within five workdays of receipt of the panelists names, both parties will have the opportunity to exclude individuals from the pool of 12. Reasons for exclusion from the list shall be given and may include personal or professional conflicts of interest, past interpersonal disputes, and other indicators of possible inability to serve in an objective manner. The SARHRS will determine if removal for cause is appropriate.

C. The SARHRS shall provide notification to the first two members of the need to select a third member within the five-day timeframe.

D. All formal actions of the Grievance Committee require an affirmative vote of at least a majority of the committee members. See "Grievance Committee Procedures" for the complete hearing process.

IV. Administrative provisions relating to the grievance procedure

A. The Board of Trustees has delegated authority to the president of the university with respect to certain matters regarding university operations. Under this delegation of authority, specific university administrators and offices are assigned responsibilities with respect to the conduct of university operations and personnel procedures. Should a grievance proceed through the process and result in a recommendation by the Grievance Committee, this recommendation shall be forwarded to the president (or their designee), who will make the final determination with respect to implementing or amending the recommendation, or returning it to the Grievance Committee for additional consideration. All final dispositions of formal grievances are subject to applicable laws; university rules, policies, and regulations; and approval of the president.

B. Grievances citing an employee's action unrelated to supervisory actions shall be referred to the appropriate supervisor of that employee.

C. Failure of a grievant to comply with the time limits set forth in these grievance procedures shall result in nullification of the grievance. However, the grievant or a respondent may request an extension of the time limits stated in these procedures through the SARHRS. The SARHRS will so inform the grievant and each respondent of any request; will consider that request expeditiously and, if they believe that unusual circumstances warrant the extension, will approve it on behalf of the university and so inform all parties. After consultation with the grievant the SARHRS may approve an extension request made by the university. A grievance involving the same matter or set of issues may not be resubmitted. All university administrators and supervisors are responsible for making timely responses to grievants. Failure of a respondent at a given step in these grievance procedures to comply with the response time frames shall allow the grievant to advance to the next step of the procedures within five workdays of the time limitation set forth in the previous step, and based upon the responses provided at prior steps.

D. Grievants alleging violation of university policies shall identify the alleged violator(s) and shall identify or describe one or more grievable acts as defined in the Grounds for Grievances section of these procedures. The grievant may include a requested remedy to resolve the grievance at Step I. If requested by the grievant, supervisors and university representatives giving responses at steps 1 and 2 shall provide additional information as necessary to further clarify or define the issues.

E. In each case where a faculty or staff member alleges grounds for a grievance, that person shall have the responsibility for proving a case by preponderance of the evidence, in accordance with the stipulated procedures. In the hearing proceedings, the burden of proof that a grievable act was committed shall lie with the grievant, except in cases of dismissal for cause, when the burden of proof shall lie with the university.

F. Grievance responses provided under these procedures shall be consistent with applicable legal standards and with official university rules and regulations.

G. At any step in the process, the grievant and/or the respondent may consult with or otherwise enlist the assistance of appropriate individuals as identified in the "Resources Available to Assist in the Informal Resolution of Grievance" section of these procedures in the filing of a grievance or in seeking resolution of the grievance.

H. During the grievance process, any party to a grievance may request official interpretations of university rules, policies, procedures and regulations from the SARHRS. The SARHRS will refer the request to other university authorities, as appropriate, in order to obtain an expeditious official interpretation.

I. All participants will be held responsible for maintaining appropriate standards of professional conduct, in accord with university policies and procedures, at all times. Employees are required to participate in conciliation efforts or grievance dispositions during periods outside their appointments. Days on full leave of absence shall be considered as time outside of the period of the appointment for purposes of these grievance procedures.

J. A grievance may be withdrawn by the grievant at any stage during the process.

K. Throughout the grievance process, the grievant shall fulfill their assigned professional responsibilities with the university.

Appendix -Definitions

Dismissal for cause. Termination of employment prior to the expiration of an employee's contract period. Documentation sufficient to establish just cause for dismissal is required. Dismissal will not be used to restrain employees in the exercise of their constitutional and legal rights.

Grievance. A formal, written allegation, not resolved by the informal efforts, that there has been an adverse situation as described in the Grounds for Grievances section of this procedure.

Grievant. A university employee presenting a grievance.

Party. The grievant(s) or the respondent(s) are defined as parties to this process.

Preponderance of the Evidence. A determination as to whether it is "more likely than not" that a violation did or did not occur. The conduct alleged shall be evaluated from the perspective of a similarly situated reasonable person when considering the totality of the circumstances involved in the matter.

Respondent. A person whose action or inaction is identified as primarily contributing to the adverse situation described in the grievance.

Workdays. All days during which the university is normally scheduled for operations, excluding weekends, official holidays, and closure periods.

Workplace. A location in which employment duties are performed for Northern Illinois University and are subject to the direction, terms, and conditions of employment of the university.

Step 3 Guidelines for Grievance Committee Members, Grievants, and Respondents

A. Pre-Hearing process

(1). Whenever possible within five work days of receipt of an appeal to step 3 of the Grievance Procedure~~,~~ the senior administrator responsible for human resource services (SARHRS) or designee will forward a copy of the grievance form and accompanying materials to the respondent(s).

(2). Whenever possible the Grievance Committee shall convene within 14 working days of the receipt of the responses or 24 days after the appeal to step 3 (whichever is later).

(3). The Grievance Committee will review all submitted materials and return with one or more as may be appropriate of the following options within 10 work days after first convening.

(a). Conduct a hearing if it determines there are sufficient grounds and if the grievance issues have not been adequately resolved.

(b). Request additional information from anyone it deems necessary.

(c). Remand the matter to another individual or individuals for further consideration, including supervisory personnel who may have been bypassed in the initiation of the university-level grievance.

(d). Determine that there are not sufficient grounds to conduct a hearing and the grievance issues have been adequately resolved at the step 2 level. A denial of the request for a hearing concludes the grievance process.

(4). The Grievance Committee chair will notify the in writing, the grievant and the respondent(s) of the committee's decision within three working days of the committee's decision. No further information shall be provided to the grievant in this case.

B. Hearing

(1). If the committee decides, by a majority vote, that a hearing is warranted, it shall be scheduled to convene within 15 work days.

(2). Once scheduled, the SARHRS (or designee) shall immediately notify, in writing, the committee, the grievant, and the respondent(s) of the date,

time and location of the hearing, and shall send to the grievant and respondent(s):

(a). A copy of the pertinent policies and procedures from relevant sections of university and Board of Trustees policies, along with the University Constitution and Bylaws, and such other documents as concern the rights of the grievant.

(b). In cases involving dismissal for cause of SPS personnel, a copy of the specific charges against the grievant constituting just cause for dismissal.

(c). A summary of the principal evidence presented in support of the charge, and a preliminary list of the witnesses the university administration plans to call.

(d). The names of the members comprising the Grievance Committee;

(e). A formal invitation to attend the hearing, and notice of the right to be accompanied at the hearing by an advisor of the grievant' s and/or respondent's choice and legal counsel.

(f). The date by which each party shall submit to the other a list of potential witnesses and copies of the documents which each party anticipates will be used or presented at the hearing. Sufficient time shall be provided to review these documents and prepare for the hearing.

(3). In the hearing proceedings, the burden of proof that a grievable act was committed shall lie with the grievant, except in cases of dismissal for cause, when the burden of proof shall lie with the university.

(4). Prior to the hearing, the grievant and the respondent(s) shall each deliver to the Grievance Committee all relevant written information and other material evidence supporting their respective positions, including a description of the original grievable act. All such information shall be made available to the grievant and respondent(s), and this information shall include the name of each person requested to be heard as a witness.

(5). The committee will make an initial determination as to what evidence will be considered and which witnesses will be summoned. The committee may solicit additional materials and information, and may summon additional witnesses at any time in the proceedings.

(6). A tape recording will be made of the hearing proceedings and will be maintained for no less than five years, along with associated documentation, in a secure location controlled by the office of the SARHRS

(7). The grievant and respondent(s) are entitled to be present during any presentation by another party.

(8). The Grievance Committee may admit any evidence it feels may be important in addressing the issues under consideration, including written or oral testimony from any persons who might provide evidence or information relevant to the grievance.

(a). Every effort shall be made by the university administration to secure any such evidence identified by the committee.

(b). All such evidence shall be available to the grievant and to the respondent(s).

(9). Where, for appropriate reasons, any witness is unable to appear personally at a hearing, a signed written statement may be accepted by the Grievance Committee. The committee shall make such statements available to the grievant and to the respondent(s) and shall allow the grievant and respondent(s) to submit written or oral responses to such a statement.

(10). The SARHRS shall ensure the participation of all respondents and witnesses summoned by the Grievance Committee, including the guarantee of work-release time as necessary for participation. Any employee, other than a party in a confidential and/or privileged communication, who does not fully respond to a reasonable request from the committee, may be considered insubordinate. Upon establishment of a confidential and/or privileged communication, testimony will be limited to what is not confidential or privileged.

(11). The grievant, the respondent(s), and each member of the Grievance Committee shall have the opportunity to question each witness. Grievants and respondents may not question each other without express permission of the chair of the Committee.

(12). Following conclusion of the presentation of all evidence and the testimony of all witnesses, the Grievance Committee shall convene in private session for closed deliberation and judgment.

(13). During the development of its decision and recommendations, the Grievance Committee may, at its discretion, consult with any person not participating in the hearing, including university administrators and legal counsel. It may not, however, accept additional evidence or witness testimony without formally reconvening and providing the grievant and respondent(s) the opportunity to attend and to hear and respond to such evidence or testimony.

(14). The Grievance Committee shall determine its findings and shall attempt to develop one or more recommendations. The committee is charged, not with determining guilt or innocence, but, rather, with proposing what, if any, action should be taken. The committee should decide, by consensus if possible, whether and what institutional action(s) might be taken to rectify the grievance. The committee may also consider findings and make recommendations designed to prevent future concerns similar to those of the grievance from arising.

(15). Except as may be necessary to arrive at its decision and to prepare the formal reports required by this procedure, Grievance Committee members will not disclose to any person any information that was acquired through their participation in any stage of the grievance process, unless so compelled by a court of law. The same restriction shall apply to all individuals who may be consulted by the committee at any stage of the hearing process. It shall be the responsibility of the chair of the Grievance Committee to inform all involved of these requirements.

C. Post-Hearing

(1). Whenever possible, within five work days of the Grievance Committee's decision, the chair of the committee shall forward a written report of its findings and recommendations to the president of the university, the SARHRS, the grievant, and the respondent(s). This report need not contain negative judgment of the actions of any party and it may include recommendations for systemic change, such as modification of procedures or working conditions.

(2). After receiving the report, the president shall respond in writing, as expeditiously as is practical in one of the following ways:

(a). Remand the matter to the Grievance Committee for further action or consideration, indicating the issues warranting further attention, and meeting with the committee to discuss those issues if the president or the committee so desires.

(b). Issue an administrative directive designed to resolve the situation. Any administrative directive will be addressed to those persons or policy-making bodies whose actions may be necessary for the directive's implementation. Those persons or bodies will also be provided with those aspects of the grievance findings necessary to understand the nature and purpose of the actions to be implemented.

(3). Except in cases involving dismissal for cause of SPS personnel, the response of the president is the final step in the university's grievance

process. In cases involving dismissal for cause of SPS personnel, if dismissal or other penalty is recommended, the grievant shall have five working days from receipt of the president's decision in which to request that the president transmit the record of the case to the Board of Trustees. If the grievant fails to respond within the five days provided, the president may forward the case to the Board of Trustees on their own motion, or the president may refuse to forward the case and the matter shall be considered closed at that point. The Board of Trustees is not obligated to consider the case even if forwarded to it for a decision.

If the Board of Trustees agrees to consider the case, the following procedure is recommended. The Board's review should be based on the record of the proceedings conducted by the Grievance Committee. At its discretion, the Board of Trustees may provide opportunity for argument (written, oral, or both) by the principals at the hearing, or by their representatives. Either the decision of the Grievance Committee shall be sustained, or the matter will be returned to the Grievance Committee with specific objections. The Grievance Committee should then reconsider the matter, taking into account the trustees' stated objections, and receiving new evidence if necessary. It is recommended that the Board of Trustees make a final disposition of the case only after studying the Grievance Committee's reconsideration.

NIU CONSTITUTION

ARTICLE 3: OFFICERS OF THE UNIVERSITY COUNCIL

3.2 Executive Secretary of the University Council

3.2.1 The executive secretary of the University Council shall be elected by the voting members of the University Council from the elected faculty members of the University Council as defined in Section 2.2.1 of the constitution.

2.2 Apportionment of Faculty Representation

2.2.1 For purposes of representation on the University Council, the faculty shall be defined as those regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, excluding the president, the president's staff, the executive vice president and provost, the executive vice president and provost's staff, the deans, and the deans' staffs. Regular faculty members are those whose contracts do not carry the designation "temporary" or "adjunct."

6.1.1 Definition of University Faculty

The university faculty shall consist of all full-time staff members holding the ranks of professor, associate professor, assistant professor, and instructor.

FACULTY SENATE BYLAWS

ARTICLE 2: OFFICERS OF THE FACULTY SENATE

2.1 The Executive Secretary of the University Council shall also serve as President of the Faculty Senate. The Executive Secretary is nominated by the Faculty Senate from the elected faculty members of the University Council and is elected by the University Council.

2.1.1 The initial selection of candidates for the office of Executive Secretary of the University Council shall take place at the third spring semester meeting of the Faculty Senate. Any faculty senator may suggest or second the suggestion of a candidate. To be qualified to serve, the candidate must be an elected faculty member of the University Council for the current year and for the ensuing year.

2.1.2 Suggested candidates for the office of Executive Secretary shall submit a letter of intent to be included with the agenda for the fourth (last) spring semester regularly scheduled meeting of the Faculty Senate.

2.1.3 An election of the final candidate for nomination shall be conducted by secret ballot at the last regularly scheduled meeting of the normal academic year of the Faculty Senate. All faculty senators present may cast a ballot for the candidate. If there are more than two suggested candidates, the final nominee must receive a majority of the votes cast. If no candidate receives a majority, subsequent ballots will be taken removing the candidate receiving the fewest votes until a candidate is selected.

NORTHERN ILLINOIS UNIVERSITY
University Council and Faculty Senate

April 1, 2020

TO: Faculty Senate

FROM: Kendall Thu

RE: Nomination for Faculty Senate President and UC Executive Secretary

Dear Colleagues,

I am honored and pleased to accept the nomination for Faculty Senate President and University Council Executive Secretary. It's hard to imagine we would find ourselves in these challenging times when I started my first year this past July 1. Despite those challenges, we will persevere, and the policy progress we made in shared governance will forge ahead as well.

As detailed in my annual report, there are a number of priority issues we've been working on this past year that I remain committed to in both FS and UC in the year ahead. These include reforming our shared governance system to empower Faculty Senate to have responsibility for academic matters and reforming the University Council so that it is smaller, more efficient, and has more equitable representation by stakeholder groups.

It has been a pleasure serving alongside faculty, students, staff, and administration this past year. Our shared governance system is at the heart of NIU and is only as effective as the people in it. I trust and respect the people that make our shared governance what it is, and the future is bright. Thank you for all you do, and I look forward to the year ahead.

DeKalb, Illinois 60115-2828 • 815-753-1732 • Fax 815-753-8686 • universitycouncil@niu.edu • niu.edu/u_council

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